S1915-1

DOR DEPARTMENT OF OFFENDER REHABILITATION

SERVING GEORGIA IN CORRECTIONS AND PROBATION

Sara C. Englade, Director, Public Affairs Office
Paula G. Putney, Assistant Director
Meg Opdycke, Associate Editor
Judie Adair, Typist, Editorial Assistant
Cassandra Feagin, Typist
Madeline Bowen, Graphic Artist
Salynne Boyles, Student Intern
Andy Eschborn, Student Intern
Faye Wood, Student Intern
Lance Kern, Student Intern

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BOARD OF OFFENDER REHABILITATION

The Board of Offender Rehabilitation was established under the 1972 Reorganization Act. The Board is made up of nine members who are appointed by the Governor for a term of five years. The Board establishes the policies governing the areas of Probation and Corrections. The Board of Offender Rehabilitation normally meets the second Tuesday of each month.

THE EXECUTIVE SECRETARY, BOARD OF OFFENDER REHABILITATION

The Executive Secretary for the Board of Offender Rehabilitation is organizationally located within the Commissioner's administrative office and is responsible to both the Commissioner and the Board of Offender Rehabilitation. This position is one of seven departmental administrators who report directly to the Commissioner and, in aggregate, form the nucleus of the agency's management and policy team. The position of Executive Secretary was created in September, 1980, with the expressed purpose of serving as a daily supportive link between the nine citizen member constitutional Board and the Department.

The Board takes an active role and participates heavily in current and future issues affecting Georgia's adult corrections, and is the ultimate approving authority for Department rules, regulations and policies. Involvement has increased markedly with the establishment of five standing Board committees. These committees are Personnel and Community Affairs, Fiscal Operations and Administration, Institutional Operations and Transitional Centers, Diversion Programs and Probation, and Correctional Industries. Additionally, the Board's responsibility extends to incorporate the simultaneous role of the Board for the Georgia Correctional Industries Administration.

The office of the Executive Secretary provides all administrative and logistical support for the Board and further serves as the primary liaison between the Board and the Department.

Rev. E. C. Tillman, Chairperson
Brunswick, Georgia

Mr. Edwin S. Varner, Jr., Vice-Chairperson
Warner Robins, Georgia

Lynthia W. Strong, Secretary
Augusta, Georgia

BOARD OF OFFENDER REHABILITATION MEMBERS

Mr. Norman Cavender
Claxton, Georgia

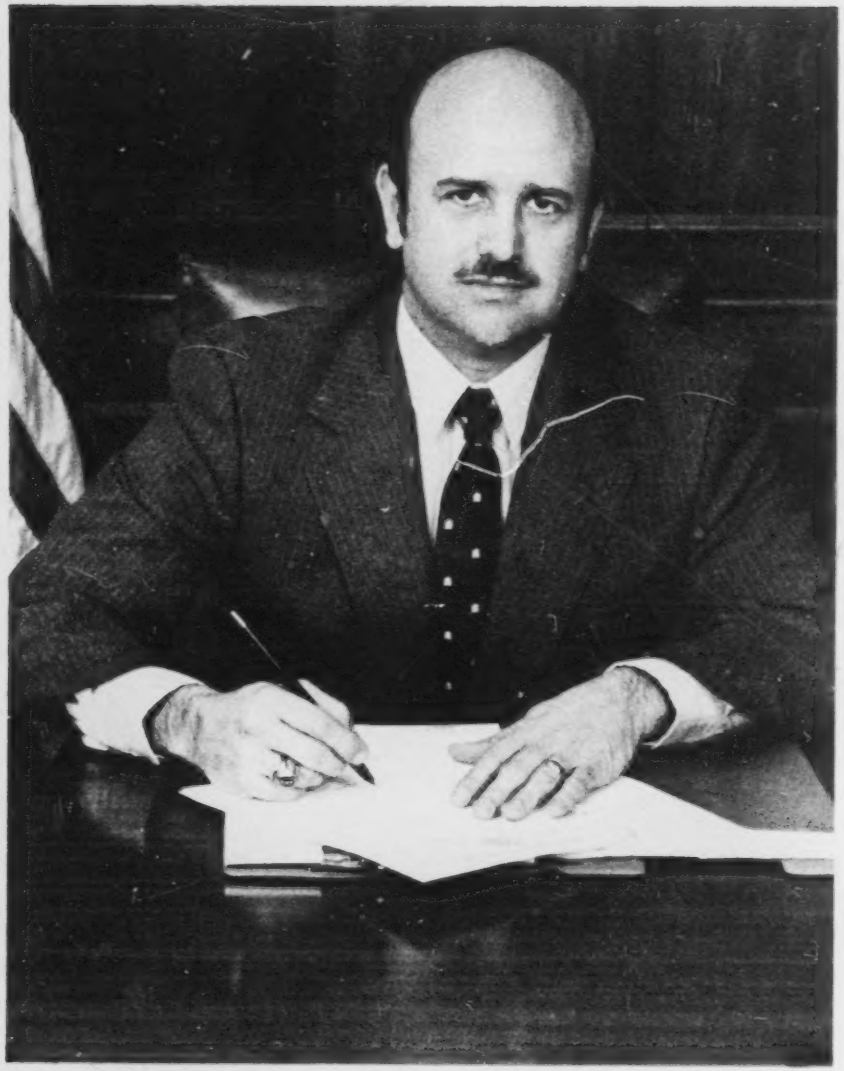
Mr. Bill Hutson
Marietta, Georgia

Mr. Joe. C. Underwood
Mt. Vernon, Georgia

Mr. Preston N. Rawlins, Jr.
McRae, Georgia

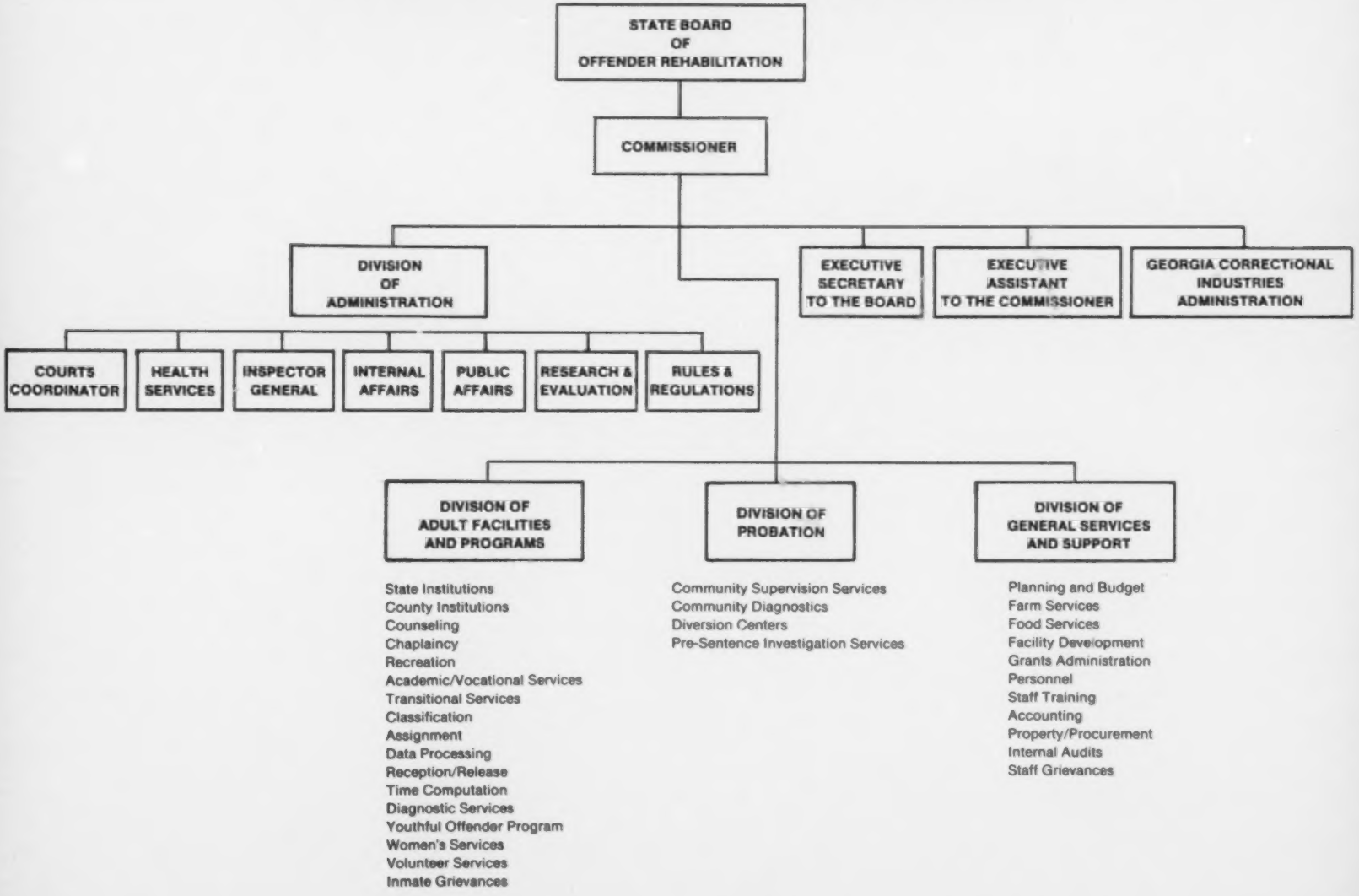
Ms. Selina Stanford
Atlanta, Georgia

Board members Rawlins and Varner touring G.I.I.



David C. Evans
Commissioner
Department of Offender Rehabilitation

DEPARTMENT OF OFFENDER REHABILITATION



ORGANIZATION

The Department of Offender Rehabilitation serves a twofold purpose:

- To provide maximum protection to the community, staff and inmates;
- To provide resources to offenders which will enable them to become self-sufficient and law-abiding citizens.

The Commissioner of DOR is employed by the State Board of Offender Rehabilitation and initiates the missions and goals of the Department.

DOR's central offices are located at 800 Peachtree Street, N.E., Atlanta, Georgia 30365.

The Department encompasses four major divisions: Division of Administration, Division of Adult Facilities and Programs, Division of Probation, and Division of General Services and Support. These divisions are directed by deputy commissioners and are headquartered in Atlanta.

DOR employs 4,174 people—281 central office and training personnel and 3,893 field personnel. The field personnel consists of 1,967 security staff, 510 probation officers and field staff, 231 probation administrative and clerical staff, 244 institutional and community correctional counselors, 18 chaplains, 207 vocational and academic instructors, 140 health personnel, 148 food service employees, 39 recreational and physical education instructors, 121 farm and maintenance employees, 20 wardens/superintendents, 19 community center directors and 229 institutional administrative personnel.

There are 12,526 inmates and 43,229 probationers under DOR's jurisdiction. Some 9,528 inmates are housed in the 20 state correctional institutions, 2,477 inmates are assigned to the 32 county institutions, and 438 inmates are housed in the seven transitional centers. In addition, DOR operates 12 diversion centers in which some 463 probationers are housed. Since July 1, 1982, DOR has paid to the 32 counties a stipend for housing state inmates. Prior to that date, county institutions did not receive state funds. The present rate is $5.00 per inmate per day. A total of $4,573,880.00 was paid during FY 81 to county correctional institutions for housing state inmates. In addition, DOR is required to pay $5.00 per day for inmates who remain in county jails more than 30 days after the Department receives the sentence. The total paid during FY 81 was $306,340.00.

The term "recidivism" deals with the idea of offenders being released from a Georgia correctional institution and becoming re-involved with the criminal justice system through re-arrest, re-conviction of a felony, and return to the Georgia correctional system. "Recidivism" is not a specific rate or

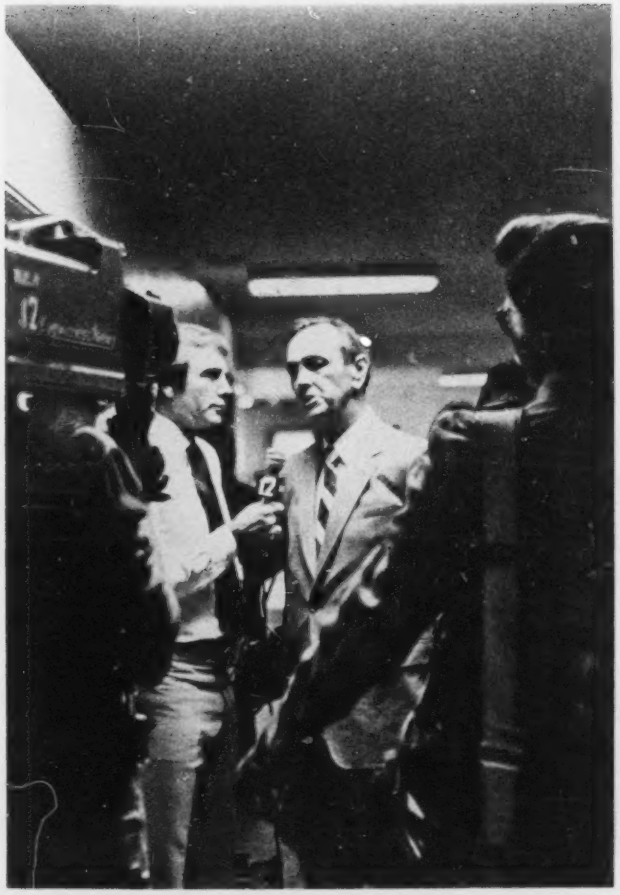
measure, but an area of inquiry.

DOR statistics indicate 11% of all offenders released from a Georgia correctional institution will return within one year, that 22% of all offenders released from a Georgia correctional institution will return within three years and that about 30% will return at some point in their lifetime.

Return to prison rates are influenced by a number of factors: young offenders return much faster than older offenders; urban offenders faster than rural; males faster than females; blacks faster than whites; and max-outs faster than offenders selected for relase by the Board of Pardons and Paroles.

The revocation rate for probationers during FY 81 was 7%. The cost of confinement per inmate per year is $7,289.05, while probation supervision costs approximately $229.99 per probationer per year.

Although the State Board of Pardons and Paroles is a separate agency, DOR provides administrative support in the area of personnel and fiscal affairs. The Board is composed of five members appointed by the governor to serve on a full-time basis for staggered terms of seven years. To insure close communication, DOR and members of the State Board of Pardons and Paroles meet on a monthly basis. The offices of the State Board of Pardons and Paroles are located at 800 Peachtree Street, N.E., Atlanta, Georgia, 30365.



Governor George Busbee talking with media at dedication of A and B Units, G.S.P.

ADMINISTRATIVE OFFICE OF THE COMMISSIONER

The Office of the Commissioner is made up of seven units: Public Affairs Office, Internal Affairs, Office of Research and Evaluation, Courts Coordinator, Inspector General, Medical Services, and Operations.

PUBLIC AFFAIRS OFFICE

Established in 1969, the Public Affairs Office acts as a liaison with news media and the general public, as well as keeping DOR staff members and the general public informed about the operations of the Department. It is the responsibility of this office to create positive public reaction, stimulate community interest in DOR programs, and to coordinate the many and varied media requests related to DOR's institutions.

During the year, the Public Affairs Office issued approximately 8,491 verbal and 85 written press releases, responded to more than 3,244 news

media inquiries, fulfilled approximately 210 staff/inmate speaking engagements, arranged radio and television talk shows for staff members and replied to some 4,000 requests for general information. This office also arranges major press conferences for local news media throughout the state, as well as press conferences at the administrative level in central office.

This office sponsors and coordinates the Employee of the Year Awards Program, one of the Department's major employee incentive programs. The program involves ten months of processing all nominations, meetings with the Review Committee members, tabulating votes and advising nominees, coordinating a photography session, planning banquet and program, and coordinating ticket sales. The Awards Selection Committee is made up of five distinguished Georgians: First Lady Mary Beth Busbee; Senator Joseph Kennedy, Chairman of the Senate Committee on Offender Rehabilitation; Representative Forest Hays, Jr., Chairman of the House Penal Affairs Sub-Committee; Mrs. Bettye Hutchings, Chairman of the Criminal Justice Coordinating Council; and Mr. John Jeffreys, Institute of Government, University of Georgia.

The Public Affairs Office also publishes brochures about departmental programs, the DOR Annual Report, the employee newsletter, and historical documents related to corrections in Georgia.

The DOR Annual Report, which the Department is required by law to publish, represents a six-month continuing effort for the Public Affairs staff. Information received requires editing, typing, many proofings, design for layout and photographs, and much planning with the typesetters and printer. **Newsbriefs**, the Department's employee newsletter, requires input from all institutions, writing copy, editing, securing photographs, layout design, and proofing. The Public Affairs staff has been working with the Georgia Department of Archives in preparing two historical documents related to the history of Corrections in Georgia.

Because of the criminal justice programs currently offered in many high schools and colleges, the number of inquiries from students for personal interviews, classroom lectures, and information packets has increased dramatically. Additionally, the figures contained in this report represent a considerable increase over 1980 in the number of media contacts. This is due primarily to such issues as prison overcrowding, jail backlogs and the death penalty.

The Public Affairs Office also coordinates the Get Smart Program throughout the state, conducts many information surveys, and arranges departmental special events. It coordinated the dedication ceremony of two

NBC at G.D. & C.C.

new facilities—the Metro Correctional Institution, Atlanta, and Coastal Correctional Institution, Savannah.

The Public Affairs Office provides state-wide news information on the mass inmate furloughs held four times during the year, coordinates tours of state correctional institutions, arranges and oversees media interviews with corrections personnel and inmates, keeps photo files updated, and during FY 81 provided a media workshop for the Probation Division.

The Director of the Public Affairs Office is directly responsible for coordinating the American Correctional Association (ACA) Film Festival during the Annual Congress, assisting in the planning for the ACA Public Information Committee, and serving as a regional coordinator for the ACA Program Committee. Also, the Public Affairs Office conducts the annual Photo Contest for the Georgia Probation and Parole Association, works with the Georgia Prison Wardens' Association, and serves as member of the Executive Board with Special Audiences Inc. to provide assistance in planning activities for prison programs as well as other type programs for disadvantaged persons.

Additionally, the Public Affairs Office is available at all times to respond in crisis related situations, providing information as well as summary statements for the news media.

The Public Affairs Office frequently researches special subjects related to the criminal justice system for both Board members and central office staff in order to provide adequate material for public speeches and special projects.

The Public Affairs Office also supervises interns placed through either the Governor's Intern Program or colleges/universities who assist the staff with research, press releases and with a large volume of informational requests. A number of field trips to institutions in DOR's system, increases intern knowledge of the department's programs and the problems involved in the criminal justice system.

Press interview with Commissioner Evans at Montgomery C.I. medical accreditation.

COURTS COORDINATOR UNIT

The primary mission of the Courts Coordinator Unit is to supervise and coordinate on a statewide basis the identification and marshalling of information and resources needed by the State Attorney General's Office for the effective and proper representation of the Department's interests in diverse areas of the law. As such, this Unit acts as the Department's primary point of contact for the Attorney General. This procedure helps to ensure that any problems which often occur during the conduct of litigation are resolved in an expeditious manner. In essence, the Unit's major goal is to do

whatever is necessary to ensure that DOR's legal interests are effectively and quickly represented and are done so in a fiscally sound manner.

A secondary, yet important mission of the Unit is to coordinate the development by agency staff of plans, schedules, budget requests, and policies to implement court-ordered decrees and settlement agreements, and to advise the Commissioner of any problems which need to be resolved in order to meet the court requirements. The product of this effort could range from short-term, narrow issue-area checklists to long-term, comprehensive plans involving major program or facility development projects.

Finally, the Unit is responsible for providing the Commissioner with status reports on cases pending against DOR, as well as any pending elsewhere in the nation which would be of interest to him.

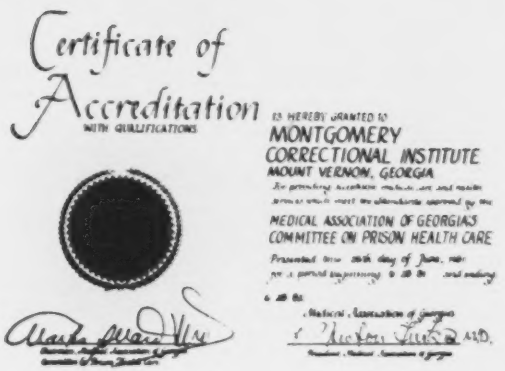
HEALTH SERVICES

1981 was a significant year for the management and delivery of health care to Georgia's inmate population. Along with the continuing effort to upgrade inmate health care, two new institutions were opened during the year, adding important resources for the delivery of quality health care. Within existing facilities, a significant change of direction occurred in such places as Georgia State Prison, where contract medical services were initiated during the year. Other accomplishments during FY 81 include the development of the program for the Augusta Medical Unit, the addition of psychiatric services at selected institutions, and the acquisition of a medical consultant for Central Office.

With the opening of Metro Correctional Institution, Atlanta, in December, 1980, health care for the inmate population took a significant step forward. The Health Services Section of this facility, with a medical staff of 11 and with an opening equipment package totaling $125,000, began providing critically needed services within the prison system. The opening of Metro C.I. was also important in terms of the implementation of mental health services to offenders. A 120-bed mental health unit opened, and for the first time provided a real alternative for those inmates requiring treatment for mental disabilities.

In May, 1981, Coastal C.I., Savannah, opened with sufficient staffing and equipment to provide quality primary health care to the inmates assigned to that institution. Along with other institutions located in urban areas, Coastal C.I. became an important referral point for inmates requiring special medical care.

Also, a major change of direction for inmate health care was initiated in FY


Certificate of Accreditation

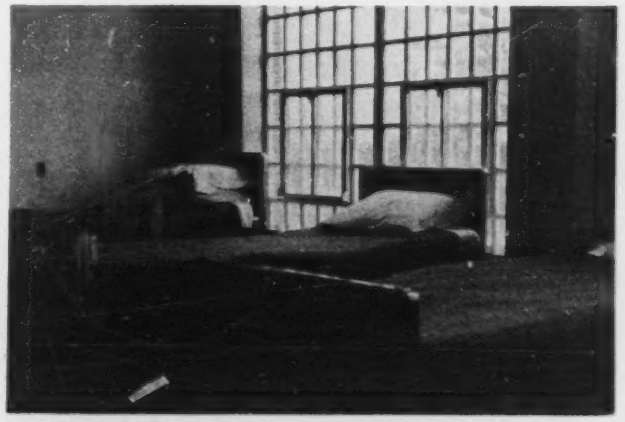
WITH QUALIFICATIONS

IS HEREBY GRANTED TO

MONTGOMERY CORRECTIONAL INSTITUTE

MOUNT VERNON, GEORGIA

MEDICAL ASSOCIATION OF GEORGIA'S COMMITTEE ON PRISON HEALTH CARE


G.I.I. hospital room

81 at Georgia State Prison. In an effort to address longstanding problems associated with the delivery of health care at that facility, contract medical services were implemented. After a substantial amount of precontract planning and negotiation, Spectrum Emergency Care Inc., St. Louis, Missouri, was selected to provide 17 professional medical positions at Georgia State Prison, and to undertake the administration and management of the GSP medical program. With these steps, the Department began the difficult task of changing a major health care delivery system and upgrading inmate health care to a level which would meet court orders while complying with accepted professional standards of health care.

As a part of the mental health subsystem developed and implemented in FY 81, the Health Services Section developed a program of psychiatric services at designated institutions around the state. The focal point of these services was the mental health unit associated with Metro C.I. For those inmates who could function with less intensive care, psychiatric services were implemented at other select institutions. These services were important in that for the first time the needs of the mentally ill offender were addressed as part of an organized plan.

To strengthen the administration of inmate health care within the system, the Department made a significant step forward with the addition of a medical consultant to Central Office. This position, beginning in a part-time capacity, was also important in that for the first time clinical consultation was immediately available to the decision-making process in the management of inmate health care at the Central Office level. In establishing the role, it was noted as being the first step in the ultimate goal of appointing a medical director for the prison system.

Beyond the events and activities noted above, the continuing planning for the opening of the Augusta Correctional and Medical Institution scheduled for 1982, occupied much of the year. This 135-bed medical facility, co-located with a 400-bed correctional unit, will have a direct impact on both the level and quality of health care available within the Georgia Correctional System.

The results of activities during FY 81 were very positive in terms of both immediate and long range goals. With new facilities becoming available and with the new directions taken in existing facilities, changes have been initiated which should insure continued improvement in correctional health care for years to come.

Dental Care at G.D. & C.C.

INTERNAL AFFAIRS

This division is responsible for the detection of violations of Georgia laws

within the prison system, for violations of the departmental rules and regulations and for trend analysis of problem areas within the state correctional system. The Internal Affairs Division consists of eight persons who fulfill responsibilities in areas of investigations, coordination of fugitive apprehension and data analysis.

During FY 81, 204 investigations were assigned and completed. They included such incidents as homicides, group disturbances and disruptions, aggravated assaults, sexual offenses, thefts of state property, arson and employee malfeasance.

More than 100 requests for data from various federal, state and local law enforcement agencies were received and completed by the Data Analysis section.

This division provided information on DOR fugitives to other law enforcement agencies and served as a liaison unit to the Georgia Bureau of Investigation's Metro Fugitive Squad. Information relating to potential destinations of the fugitives was disseminated. Through combined efforts of local and state law enforcement officials inside and outside the state, more than 220 DOR fugitives were apprehended.

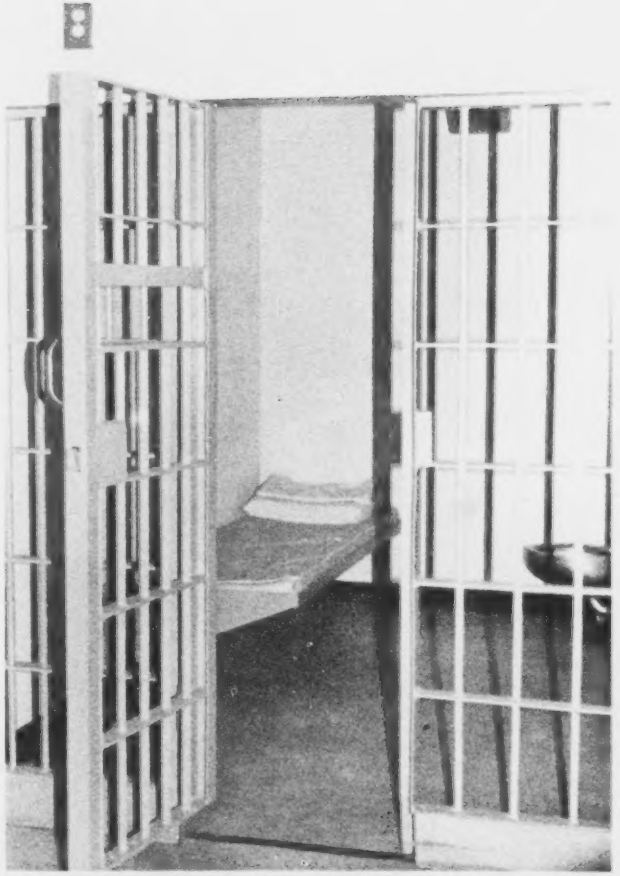
During the fiscal year, staff members have attended various seminars and training sessions in an effort to improve the efficiency of the divisions and to maintain a professional level of expertise.

OFFICE OF INSPECTOR GENERAL

The Office of Inspector General was established and began operation on May 1, 1980. The Inspector General, who reports directly to the Commissioner, conducts on-site inspections of state and county facilities and offices which are under the jurisdiction of the State Board of Offender Rehabilitation.

It is the responsibility of the Inspector General to discover whether applicable laws, regulations, policies, and procedures are being followed, with particular reference to respect for the human rights of offenders and the safety of the community; to determine whether all legal requirements are being met with respect to security, safety of premises and persons against fire, abuse, or other hazard, health needs as demonstrated by proper sanitation and adequate medical care, and similar matters; to correct flagrant abuses immediately; and to report appropriately to the Commissioner upon conclusion of an inspection.

During FY 81, 61 state facilities were inspected, including 13 state institutions, 34 county institutions, and 14 community centers. In addition,



Inspector General is responsible for seeing that institutions meet department rules and regulations.

several follow-up visits were accomplished to review corrective actions taken, or to offer assistance in resource identification and acquisition.

During the course of these inspections and follow-up visits the Inspector General traveled 6,605 miles throughout the State. Following each inspection, a formal written report was produced and forwarded to the Commissioner.

OPERATIONS

This office, established in 1974, assures the implementation of legal, policy, and administrative requirements in DOR.

Some of the functions handled by this office are: (1) determining the potential impact of bills/resolutions, citizen claims, laws and Attorney General's Opinions on the operations of DOR; (2) monitoring the implementation of statutory requirements, administrative requirements, and policy requirements; (3) working with DOR managers in translating legislation into Rules of the Board or practices and procedures for DOR, which are then published for use by staff; (4) serving as a liaison on Rules and Regulations with the Attorney General's office, the Office of Legislative Counsel, and the Secretary of State; (5) interpreting policies, rules and practices for DOR staff and; (6) coordinating DOR's participation in the Georgia Natural Disaster and Nuclear Emergency Operations Plans.

During FY 81 this office assessed the potential impact of 2,315 bills/resolutions and 12 citizen claims against DOR; monitored the implementation status of 96 state laws and 11 federal bills/laws; published six new rules, seven new Management Practices & Procedures, and seven Commissioner's Management Memoranda; and developed a process and time line chart for the implementation of selected court decisions. In addition, the office began work on five new potential Board policies, submitted a draft set of by-laws for the Board and coordinated a management review of the proposed penal code, Title 42, for Georgia.

RESEARCH AND EVALUATION

The Office of Research and Evaluation is the agency's internal information and monitoring service. Its functions include computer systems development and statistics, and intra-agency evaluations. Evaluations of facilities and programs are conducted by on-site visits, interviews, analysis and computerized data and other indicators of performance and outcome in relation to objectives. During FY 81, 11 major program evaluations were completed, including six state funded and five grant related projects. Subjects of these evaluations included a series of diversion centers, a

program for drug and alcohol abuse offenders, a community diagnostics program, a career ladder program, and the Earned Time System.

New procedures were adopted to follow through with review and implementation of recommendations. These procedures place new emphasis on the role of the section in a mutual effort to improve effectiveness of programs through development of workable recommendations and assistance with functionally useful information. Reception of this change to date has been enthusiastic.

This office conducts final evaluations of all grant funded projects and assists in budget preparation and monitoring.

One of the two main functions of the Systems and Statistics Section is to guide and coordinate the developent of DOR's computerized information systems, working in cooperation with DOR managers, consultants, and the Georgia Department of Administrative Services (DOAS).

Major developments during FY 81 included the expansion of the Education Data Base, creation of a master plan for an enhanced probation data base, and a broad increase in the use of terminals in institutions for updating the Food Service Inventory System.

The second function of Systems and Statistics is to produce computer reports, including population projections, recidivism reports, and special reports for a wide variety of users.

During FY 81, 219 special reports were produced for every division within DOR, as well as for the Athens and Atlanta police departments, CETA administrators, **Corrections Magazine**, the Georgia Crime Commission, the Department of Human Resources, Emory University, the FBI, the Fulton County District Attorney, Georgia State University, the GBI, General Research Corporation, the Georgia House of Representatives, the Labor Department, the Metropolitan Atlanta Crime Commission, Missouri Department of Corrections, National Council on Crime and Delinquency, National Center for State Courts, National Prisoner Statistics, Northern Michigan University, Ohio State University, the Office of Planning and Budget, the State Board of Pardons and Paroles, Sam Houston State University, the Georgia Secretary of State, the Georgia Senate, the Southern Coalition for Jails and Prisons, the U.S. Social Security Administration, the State Bar of Georgia, South Carolina Department of Corrections, Tifton Judicial Circuit, University of Iowa, U.S. Department of Justice, U.S. General Accounting Office, and several Georgia newspapers.

ADULT FACILITIES AND PROGRAMS

In September, 1980, a major adjustment was made in the departmental organization; an adjustment that had been seen as needed for several months. These changes, which brought together the operational, programmatic, and administrative functions of handling inmates, resulted in the establishment of the Adult Facilities and Programs Division (A.F.A.P.) This division performs the functions of the former Institutional Operations Division, Program Development, and Offender Administration Division. Having these three functions in the Division significantly improved the process of decision making. Adult Facilities and Programs is organized into five major units: Deputy Commissioner's Office, State Institutions Supervision, County Institutions Supervision, Program Development Supervision, Transitional Center Supervision, and Offender Administration Supervision. Organization and operation of each of these units follows.

DEPUTY COMMISSIONER'S OFFICE

AFAP operations are directed and supervised by this office. It is composed of the Deputy Commissioner, Assistant Deputy Commissioner for Operations, Assistant Deputy Commissioner for Administration, and two secretaries to support these three positions. There are two other units attached to this office for specialized support.

The Mobile Inmate Construction Crew, composed of three staff members and numerous skilled labor inmates, assists this Department and other state agencies in construction and building renovations throughout the state. In addition to many minor projects during the past year, this crew has completed the following projects:

Renovations at Stone Mountain C.I.	$ 3,000
	2,000
	3,000
Renovations in Atlanta office and transitional centers	1,500
	4,000
	2,500
Renovations at other departmental facilities	2,500
	600
Remodeled court house of Sandersville	125,000
Converted warehouse to living area for North Georgia	200,000
Re-roofed and painted Department of Family and Children Services Building in Darien	78,500
Renovation of diversion centers	121,317
	$ 543,917

Architectural drawing of Coastal C.I.

Inmate complaints, grievances, and much inmate correspondence is handled by the Inmate Affairs Unit, which is staffed by the supervisor, a field investigator, an administrative clerk, and a secretary. This unit became fully operational during reorganization; and during the last six months of FY 81, response was made to 297 grievances, 270 disciplinary appeals, 225 life endangerment appeals, 2,485 general correspondence, and 126 medical complaints. The total number of miles traveled by the Inmate Affairs Section in regard to the above investigations was approximately 45,000 miles from January 1, 1981, through June 1, 1981.

OFFENDER ADMINISTRATION

Offender Administration is responsible for receiving offenders sentenced to be incarcerated, their movements within the system, and their return to the community. The division administers these functions through utilization of classification procedures and within the framework of the Earned Time System. It also directs the Youthful Offender Program. These functions are provided and administered through the following six units:

RECEPTION, RELEASE AND COMPACTS

This unit receives all new sentences from the courts and makes initial disposition of them. It processed 10,025 newly sentenced inmates into the system (including parole and conditional violators) and discharged 8,942 inmates from the system during FY 81. The compact unit processed 3,320 detainer actions.

Of the above 8,942 releases, the State Board of Pardons and Paroles commuted 2,073 special cases by six months in order to alleviate overcrowded institutions and jails. Processing and administration of these specal releases was handled entirely by Reception and Release.

During the year, procedures for implementation of the county jail subsidy law were developed and put into practice. For year ending June 30, 1981, a total of $296,315.00 was paid to county jails for support of sentenced-felony inmates.

INMATE CLASSIFICATION AND ASSIGNMENT

This section assigned 7,468 inmates initially into the system to permanent institutions. In addition, transfers from one institution to another, including placement in community centers, totalled 8,956. In FY 81, a new mental health plan was implemented by the Department. This required the selection and transfer of 380 inmates identified as suffering from various levels of mental illness. The unit processed 420 escapes and 366 recaptures. It

New Dodge C.I., Chester, Georgia

reviewed 11,083 disciplinary reports submitted by the various institutions for accuracy and compliance with regulations. The departmental Special Leave Program (furlough program) is administered by this unit. In FY 81 there were four mass special leaves during which 2,807 inmates were granted the privilege of a 60-hour home visit. Of these, 14 failed to return, the equivalent of less than 1/2 of one percent. The unit's Transfer Officer travels throughout the United States, returning escapees to our system. During FY 81, 54 different trips were made to 21 states, totaling more than 114,641 miles.

INMATE RECORDS

This unit initiates, maintains, and controls the official departmental record for each inmate admitted into the system. It established 8,560 new files and closed out 8,910 files during FY 81.

In an effort to insure fingerprint quality control, this unit assumed responsibility for the Georgia Crime Information Center by returning unclassifiable fingerprints directly to the submitting institution. The return of correct fingerprints is then insured by the Records staff.

DATA COLLECTION

This unit provides a secure and accurate back-up file of basic offender information by use of computer technology. During FY 81, the Data Collection Unit recorded 9,960 admissions and 9,140 departures. This unit also assists in recording within the Inmate Data Base disciplinary reports, time-outs, and other actions affecting individual inmates. In addition, this unit also processes data for the DOR Probation Services Division, adding new probationers to the system and processing changes in probation status.

Margaret Feagin supervises Records Room staff

YOUTHFUL OFFENDER PROGRAM

The Youthful Offender Unit, a part of the Middle Georgia Correctional Complex, houses the majority of those offenders sentenced under the Youthful Offender Act. This year, 704 new youthful offender commitments were received and sent to that unit. During the same period of time, 616 youthful offenders were granted conditional releases, while 258 had their conditional releases revoked.

DIAGNOSTICS

During FY 81, the Board of Offender Rehabilitation approved a policy that will permit the forwarding of all presentence investigations to the correctional system to assist officials in determining the most suitable placement

for inmates based on the verified information.

Because of overcrowding in the county jails and the resulting demand on the intake system, offenders with less than a three-year sentence have received an abbreviated diagnostic process. This abbreviated process has resulted in cases completed in less than average time, allowing a more rapid turnover at the Georgia Diagnostic and Classification Center.

Plans have been completed to place a secondary diagnostic capability at Georgia Industrial Institute, the Youthful Offender Unit, and at the Coastal Correctional Institution to alleviate the pressure on the Diagnostic Center and to provide more extensive diagnostics on all offenders with more than one year to serve.

During this year vocational evaluators at the Youthful Offender Unit have assisted in the initial diagnostic process by performing a portion of the process at their facility in order to speed movement at the Diagnostic Center.

CHAPLAINCY SERVICES

The chaplaincy program is responsible for the religious needs of the inmates. The religious preference of inmates can be divided into three basic groups: Protestant, Catholic, and Islamic. Any other special religious groups provide individual counseling and pastoral care at the request of the inmate.

The chaplaincy services are rendered by 17 clinical chaplains, 11 contract chaplains working 8 hours weekly and 4 full-time volunteer chaplains.

The percent of inmate population involved in services is as follows:

Worship	38%
Religious Education	55%
Pastoral Counseling	48%

Fourteen state institutions, six county institutions, and two transtitional centers provide Islamic services; two of the Imams will be employed on a contract basis next year with other Imams offering free services.

Plans were developed for new institutions — Metro C.I., Coastal C.I., Dodge C.I., and Augusta Correctional and Medical Institution.

Quarterly training programs were conducted with a special workshop for counselors and chaplains in "Marriage Enrichment." A workshop for chaplains is planned for July, 1981, entitled "New Dimensions In Worship."

Several volunteers were enlisted and trained for regular visitors of inmates under death sentence. The volunteers were from churches in the Atlanta area.

Ongoing prison ministry training programs have been set up at the Georgia Diagnostic and Classification Center and Metro C.I. The program consists of basic principles of psychology and supervision as they apply their counseling techniques.

The Director of Chaplaincy Services presented a paper on **"Prison Evangelism"** to the Urban Evangelism Conference in St. Louis, Missouri. This paper is to be included in a Broadman Press book on Urban Evangelism.

The Chaplaincy Services coordinates with Prison Ministry groups who are interested in working with offenders. Churches and denominations are sponsoring a new position to work with inmates at Middle Georgia Correctional Complex and their families. A follow-up program will be provided to inmates upon release.

A College level program leading to a diploma in Christian Ministry is provided by the Georgia Baptist Education Extension Department. Currently, the program is offered at Georgia State Prison, Central C.I., Rutledge C.I., Georgia Diagnostic and Classification Center, Middle Georgia Correctional Complex—Women's Unit, Walker C.I., and Wayne C.I. The program will begin at Metro C.I., and the Middle Georgia Correctional Complex—Men's Unit in 1982.

EARNED TIME SYSTEM

The Earned Time System (ETS) Office was one of the sections affected in this year's departmental reorganization. The Earned Time System was relocated from Inmate Administration to the Program Development Section, as it relates to all program areas. In order to streamline ETS and make it more effective in the field, additional emphasis was placed on both accountability and program integration.

Work this year has centered on field audits, file inspections and ETS program reviews. Field staff make regular on-site visits to provide technical assistance and training expertise. Systems issues and special problems are also resolved during these visits.

Another major impact on ETS was the enactment of the Habitual Offender Law on April 10, 1980. In essence, this provided for a new ETS at an earning rate for habitual offenders (three or more felony incarcerations) of one day off for every three days of satisfactory performance and good behavior. Habitual offenders have to serve 75% of their sentences and can

earn only 25% off.

Major accomplishments of FY 81:

1. Drafting of the habitual offender legislation for ETS, which re-established this classification. (The original habitual offender classification had to be eliminated in 1978 due to legal/equity problems.)
2. Drafting of an agreement with the State Board of Pardons and Paroles which addresses the links between the Parole Board and the Earned Time System. This agreement was approved by the Governor.
3. Further standardization of field operations as related to ETS.
4. Increased emphasis on program integration with ETS which resulted in updated Performance Activity Descriptions for educational programs and other areas, as well as a closer working relationship with other program areas.
5. Developed a greater accountability for ETS in the field, including a more flexible management reporting system.

ETS will continue to be an integral part of the Department's operations, offering inmates a realistic opportunity to assume responsibility for their own rehabilitation. Through ETS, rehabilitation can continue to be an effective and efficient tool for correctional management.

COUNSELING SERVICES

Always aware of the value of improving counseling services provided to individual offenders, the Department has attempted to respond to the growing inmate population by increasing the number of institutional and center counselor personnel from 141 in FY 80 to 208 in FY 81. The net result of these efforts is more manageable counselor caseloads and better opportunities for meeting individual needs for offender counseling and case supervision. Counselors in correctional institutions and community centers continue to focus upon enabling offenders to cope with the problems of daily living, development of personal responsibility and acquiring skills needed for responsible community life.

Counseling Services plans, organizes and coordinates statewide counseling services and programs. The major focus of efforts in FY 81 was to begin implementing a subsystem of supportive mental health services within the framework of correctional settings. Counselors in designated institutions assumed a complementary role in providing various graduated levels of services and referrals. Additionally, new programs were implemented or refined for special-need groups such as young offenders and alcohol-

Counseling session at Y.O.U.

abusers. Along with planning for programming for new correctional institutions, efforts were made toward increased standardization and program effectiveness through extensive on-site program reviews of designated institutions and centers.

The more significant areas of progress in FY '81 include the following:

The 143 counselors in 20 state correctional institutions conducted individual and group counseling sessions and coordinated personal development programs and activities for inmates in conjunction with community agencies and citizens groups. Counselors reported the following average monthly individual and group counseling services:

Services	Average Number of Offender Participants
Individual/Adjustment Counseling	15,939
Vocational/Education Guidance	662
Drug/Alcohol Counseling	554
Group Counseling	1,512
Crisis Intervention	174

Some 65 counselors provided counseling services in 19 community transitional, diversion and residential treatment centers. Since intensive counseling is often necessary to offender adjustment in the community, these counselors provide counseling services regularly to each offender resident in conjunction with individual needs and center programs. Counselors reported the following average monthly individual and group counseling services:

Services	Average Number of Offender Participants
Individual/Adjustment Counseling	1,786
Drug/Alcohol Counseling	81
Job Development	366
Family Counseling	115
Personal Development Programs	1,082
Group Counseling	312
Out-Client Services	91

Through continuation of LEAA grant funding, the department contracted with local units of government to maintain 27 full-time counselors to provide counseling and case management services for 30 county correctional institutions. This program was expanded through grant funding beginning early in 1979, providing the opportunity for each county correctional institution to fund a full-time counselor. During FY 81, counselors in county institutions reported the following average monthly individual and

group counseling services:

Services	Average Number of Offender Participants
Individual/ Adjustment Counseling	2 750
Vocational/ Educational Guidance	230
Drug/ Alcohol Counseling	241
Family Counseling	75
Group Counseling	210
Personal Development Programs	1,825

Mental Health Subsystem

Following major planning and development efforts by Department counseling services and health services administrative staff, a subsystem of mental health services for emotionally disturbed inmates was implemented. Satellite programs including special living units were initially established at eight key correctional institutions (Metro CI, Central CI, Rutledge CI, Georgia Industrial Institute, Georgia State Prison, Coastal CI, Middle Georgia Correctional Institution: Youthful Offender and Women's Units). The programs provide a referral network for institutions with graduated levels of evaluation and intervention. Metro CI offers the most intensive services including aftercare for offenders returning from Central State Hospital. As an integral component of these programs, counseling services provides program coordination, psychological services and counseling - case management.

Alcohol/Drug Abuse Programs

Standard alcohol/drug programs were piloted in four state correctional institutions beginning in October, 1979, as a result of federal funding. With the termination of that funding this past year, these programs have continued to function effectively offering a special living unit and a graduated program of individual and group counseling through clinical consultation and trained counselor staff.

In FY 81, a total of 377 inmates were screened and/or participated in the four pilot programs with 142 (75%) successfully completing their respective programs. The following is a more specific review of progress:

Successful Completions	142	(75%)
Termination for Failure to Perform or Discipline	32	(17%)
Withdrawals from Program	16	(8%)
Screened Awaiting Program Entrance	49	
Participating in Programs at End of Fiscal year	138	
Total Number Screened/Served:	377	

Counseling Service Delivery to Serious Juvenile Offenders

Since September, 1979, a counseling service delivery project has been underway in conjunction with the University of Georgia Department of Family and Child Development to provide specialized services to juvenile offenders under 21 years of age committed as adults in state correctional institutions. In FY 81, the following were key activities:

a. A family education program was conducted in April, 1981, at the Atlanta Baptist Tabernacle for family members of juvenile offenders nearing release from prison. Families from throughout the State participated in the program to gain more understanding of adjustment problems which they might encounter with the return of their family member from prison.

b. Special training was provided to counselors from institutions housing juvenile offenders to increase counselor effectiveness in meeting the special needs of this population.

c. An extensive service delivery study was conducted soliciting data from courts, community agencies, correctional staff, juvenile offenders and their families. The study results and recommendations will be presented to the Board of Offender Rehabilitation in early FY 82.

Career Counseling Program

During FY 81, planning and development activities with the Georgia Career Information System (GCIS) culminated in a pilot career counseling program funded through grant funds from Georgia State University. As a result, beginning June, 1981, counselors from key institutions and centers were selected to be trained to utilize a computerized needle-sort career information package available through GCIS to assist offenders in obtaining needed information and counseling for making career choices. In addition, an evaluation is being conducted to determine effectiveness and additional information which may be included in the system.

Clinical Consultation Services

Beginning in June, 1979, part-time clinical psychologists were employed under the supervision of the Director of Counseling Services to provide weekly clinical consultation to counselor staff in community transitional centers. In FY 81, these services were expanded to include not only six of the seven centers, but also eight State correctional institutions. Consultation routinely involves staffing of individual offenders with counselor staff, individual counselor consultation, and clinical assessment of individual offenders with emotional crises or episodes for special programs or mental health referral.

Department Counseling Services Standards

Department standards for institutional counseling programs and activities were completed during FY 81. Through program consultation assistance (funded by LEAA) and a standards committee comprised of counselor staff from institutions statewide, standards meshing counseling, psychological services and case management were completed. Initial implementation of these standards and routine monitoring will begin in FY 82.

Program Reviews

At the request of Department managers, program reviews and technical assistance was provided for Atlanta Advancement Center and Atlanta Women's Transititional Center. Formal program management reviews were conducted at Middle Georgia Correctional Institution Units, Central Correctional Institution, Georgia State Prison, and Georgia Training and Development Center. Recommendations were provided for improved pr ɔ-gram and staff effectiveness.

Counselor Training Activities

In conjunction with staff development training coordinators, major planning, direction and instruction assistance was provided for counseling training opportunities:

a. Basic and advanced mental health training was provided to counseling, medical and security staff from the eight satellite institution programs. Training conducted at Georgia Regional Hospital (Atlanta) and Metro C.I. included orientation and skills development in treatment, medication, crisis intervention and working with the emotionally disturbed.

b. In-service training workshops were developed and provided through training coordinators and consultants. Training was restructured to relate the job functions and to provide various levels of skills developed for each function or specialization, such as individual and group counseling, crisis intervention, alcohol/drug abuse, employment and family counseling, career counseling.

c. Quarterly conferences were held to include all supervisors from counseling, education, chaplaincy and diagnostics. Each conference included both combined and separate sessions to increase communication and coordination among these program areas.

Other Agencies Assistance

Cooperative efforts and assistance with other agencies this past year pro-

vided the following interface:

a. Mental Health and Mental Retardation Division (DHR)—A series of one-week, on-site basic mental health training sessions was conducted at Georgia Regional Hospital (Atlanta) for department institutional counselors, medical and security staff. Both instruction and unit supervision training were provided by hospital staff at no cost to the Department.

b. DeKalb Addiction Center—Counselors from institutions, centers and county institutions continued to participate without cost on a rotating basis throughout the year in the one-week intensive training program offered by DeKalb Addiction Center in drug-alcohol abuse treatment training.

Department Representation on Councils and Boards

The Director of Counseling Services represents the Department on the following councils, boards and institutions in an effort to seek cooperation, possible linkage of services and support in areas of mutual concern:

a. Governor's Advisory Council on Mental Health/Mental Retardation.

b. Governor's Advisory Council on Alcohol/Drug Abuse.

c. Georgia Consortium for Career Information.

d. Georgia Interagency Council on Troubled Children.

EDUCATIONAL SERVICES

Educational Services available to inmates in correctional institutions and residents of community centers during FY 81 consisted of a wide variety of academic, library, and vocational/on-the-job training (OJT) programs.

All state correctional institutions offered basic education programs which range from literacy training to General Education Development (GED-high school equivalency). Emphasis in these activities is placed on increasing competencies in reading, mathematics, and language skills, utilizing the latest educational technology and programmed instructional material in a learning setting.

These laboratories represent a major step in the direction of an adult-oriented, non-traditional education system, incorporating effective assessment of individual learning deficiencies, prescription of specific materials, management of the learning program, short-range incentives, and evaluation of the student's progress and the program as a whole. Standardization of these programs continued to progress in all institutions.

The Adult Education office, Department of Education (DOE), provided support to DOR educational programming by administering the GED test battery in institutions on a regional basis to more than 1,100 inmates. DOE also assisted local Audit Education services in providing in-house classes at several state and county correctional facilities.

Title I of the Elementary and Secondary Education Act (ESEA) provided federal funding in the amount of $393,248 to support remedial mathematics, reading, and language instruction for the most needy students under 21 years old at four state correctional institutions. These classes offered supplementary activities for 1,067 students who require more intense training and individual attention than are available in regular state funded programs.

In addition to basic skills. in-house college courses supported by six post-secondary institutions were offered at 15 correctional facilities.

Special Education programs have recently become part of the regular educational programming operated by the Department. The DOE and DOR have jointly developed an agreement that provides for the special education needs of handicapped inmates 18 years of age or below. Six Special Education Teacher positions were to be provided to DOR by DOE in September, 1981. An additional three positions were funded by DOR.

Library Services for inmates and community facility residents included such major activities as (1) librarian positions for Metro C.I. and Coastal C.I.; (2) funding through Title IV B monies to the library at Georgia Industrial Institute; (3) thorough program reviews of the library at Middle Georgia Correctional Institution conducted by the Division of Public Library Services, DOE; (4) intensive training program for correctional librarians; and (5) expansion of library services to the Women's Unit. Several regional public libraries loaned book collections to institutions such as Georgia State Prison, Lee C.I., and Central C.I. The Division of Public Library Services provided materials to inmates in many of the institutions through a mail request/delivery system. Central C.I. inmates enrolled in the Summer Reading Program with Bibb County Library Services.

During FY 81, vocational training continued to focus on program standardization, supervisor and instructor training, individualization of vocational classes, and renovation/construction of vocational training facilities. There were 58 certified classroom/laboratory programs and 45 certified OJT programs operated at the following institutions: Walker C.I./Walker Tech, Georgia Industrial Institute/Lanier Tech (CETA programs), Stone Mountain C.I./DeKalb Junior College (G.C.I.A.), Georgia Diagnostic

and Classification Center/Griffin-Spalding Tech, Rutledge C.I./Columbus Tech, Central C.I./Macon Tech, Montgomery C.I./Swainsboro Tech (G.C.I.A.), Lowndes C.I./Valdosta Tech, and Lee C.I./Albany Tech.

Federal CETA funds awarded to the Department total $430,479 and include 14 vocational technical instructors and 19 vocational programs with equipment and supplies. Also included in this grant were contract programs with area vocational technical schools totaling $84,209. Approximately 500 offenders were served by the project in FY 81. Continued operation of all ongoing programs is planned for FY 82 with Dental Lab Technology becoming the newest addition.

During this period of time, vocational training facilities at G.S.P. and G.I.I. completed substantial renovation projects. Both projects dealt with the redesign of shop layouts to include space for Learning Resource Centers and tool rooms. With the successful completion of these two projects, the delivery of training services has been greatly enhanced at both facilities. It is particularly noteworthy that FY 81 saw construction completed for a new vocational training facility at Lee C.I. The new facility houses programs in auto mechanics, construction trades, heating/air conditioning, and solar energy.

FY 81 saw Educational Services OJT programs continue to grow with the expansion of on job training opportunities at the Georgia Industrial Institute, Middle Georgia Correctional Institution, Metro Correctional Institution, Coastal Correctional Institution, and Georgia State Prison. Development of formal OJT programs resulted in the expansion of vital vocational training programs for offenders at a fraction of the cost of planning and operating formal classroom laboratory training programs. In addition, a certified multi-trade apprenticeship program has been established for the Women's Unit at Middle Georgia Correctional Institution.

Staff development activities for employees within academic and vocational cost centers included in-service training sessions for Title I ESEA staff, supervisor training, and various workshops for classroom instructors.

One special highlight during FY 81 was the full operation of a system to computerize enrollment, attendance, test scores, and related records of educational programs. Much valuable information has been gained by its use.

VOCATIONAL TRAINING PROGRAMS BY INSTITUTIONS

Program

CENTRAL C.I.

Construction Trades Cluster
Solar Installation & Pipefitting
Food Service
Wastewater Treatment
Horticulture
Plumbing

GEORGIA DIAGNOSTIC & CLASSIFICATION CENTER

Food Service

GEORGIA INDUSTRIAL INSTITUTE

Electrical Wiring/ Home
Paint Shop
Welding/ Plumbing
Electric Shop
Carpentry
Visual Advertising & Communication
Masonry
Food Service
Laundry
Heating & Air Conditioning
Tool Room
Slaughter
Marketing
Warehousing/ Marketing
Auto Body Repair
Auto Paint Shop
Auto Mechanics
Barbering
Fire Department
Solar Installation & Pipefitting
Service Station Mechanics
Small Engine Repair
Upholstery
Welding
Woodworking
Electro-Mechanics

GEORGIA STATE PRISON

Construction Trades Cluster
Food Service
Laundry
Auto Body Repair
Auto Mechanics
Clerical Skills
Ind. Sewing Machine Mechanics
Radio & Television Repair
Upholstery
Metal Refinishing
Metal Fabrication
Factory Mill Maintenance

GEORGIA TRAINING & DEVELOPMENT CENTER

Electrical Wiring/ Home
Masonry
Auto Body Repair
Auto Mechanics
Small Engine Repair
Welding
Woodworking

LEE C.I.

Electro-Mechanics
Auto Mechanics
Building Maintenance
Solar Installation & Pipefitting

LOWNDES C.I.

Electro-Mechanics
Wastewater Treatment
Heating & Air Conditioning
Chemical Plant Operation

MIDDLE GEORGIA C.I. - MEN'S UNIT

Plant Operation Maintenance
Horticulture

MIDDLE GEORGIA C.I. - WOMEN'S UNIT

Gardening/ Groundskeeping
Clerical Skills
Cosmetology
Textile Production & Fabrication

Plant Operation Maintenance

MIDDLE GEORGIA C.I. - YOUTHFUL OFFENDER UNIT

Electrical Wiring/ Home
Masonry
Carpentry
Meatcutting & Processing
Heating & Air Conditioning
Laundry
Tool Room
Horticulture
Auto Mechanics
Plant Operation Maintenance
Drafting
Solar Installation & Pipefitting
Welding
Plumbing

RUTLEDGE C.I.

Electrical Wiring/ Home
Electrical Wiring/ Industrial
Food Service
Barbering
Drafting

STONE MOUNTAIN C.I.

Graphic Arts

WALKER C.I.

Masonry
Carpentry
Food Preparation
Machine Shop
Welding

WAYNE C.I.

Food Service

MACON TRANSITIONAL CENTER

Food Service

HALL COUNTY C.I.

Welding

WOMEN'S SERVICES

The Office of Women's Services was created in 1973 for the purpose of developing a viable service delivery system for the state's female offender population. The office is further charged with the responsibility of giving direction to the development of program and operational policies that will create a correctional environment responsive to the varied needs of the female population, including female probationers.

Presently, there are six facilities for females in the Georgia system: a state correctional institutional, Hardwick, which offers a complete range of educational, vocational, counseling, recreational, and religious programs; three transitional centers—two located in Atlanta and one in Macon; and two diversion centers, located in Atlanta and Albany.

The transitional program attempts to facilitate a woman's return to her community and family by providing counseling, educational programs, and employment opportunities. The diversion centers provide the courts with a structured four-month residential alternative to incarceration for females convicted primarily of property crimes and non-violent offenses. These centers, likewise, offer a range of rehabilitative services and employment opportunities, as well as requiring some sort of restitution from the offender.

During FY 80, DOR developed a comprehensive, long-range plan entitled: THE FEMALE OFFENDER IN THE 1980's: A CONTINUUM OF SERVICES. Four major goals with specific objectives have been defined for implementation during this decade:

1) To incarcerate only those women for whom there is no realistic alternative;
2) To develop each woman's human potential by providing relevant programming;
3) To encourage an awareness within the agency of the needs of women that warrant particular programming and security approaches; and
4) To increase the public's awareness of and sense of responsibility for the female offender.

During FY 81, pilot projects have been initiated to implement some of the models presented in this plan. There is presently an out-client program available for high-risk female probationers in the Rome Judicial Circuit, offering the courts a non-residential structured option to incarceration. Beginning in January, 1982, a specialized caseload model will be piloted in five judicial districts, providing more expanded, specialized, and intensive probation field supervision.

Georgia Women's C.I., Hardwick

VOLUNTEER RESOURCES

The Volunteer Resources Program encourages private citizens to actively participate in the correctional process. Throughout the state, individuals and groups offer offenders a wide variety of personalized services including one-to-one tutors in educational programs, spiritual counseling and group study, instruction in job preparedness, basic life skills, consumer education, various arts and crafts, and letter-writing to inmates without family support. Other citizens serve on advisory councils or specialized fund-raising committees, coordinate inmate Jaycee Chapters, and provide regular AA meetings and related services.

During 1981, approximately 41,000 hours were donated by more than 2700 Georgia citizens who believe corrections must be a process of society rather than an appendage to society.

Atlanta Falcons visit G.T. & D.C., Buford

RECREATION

Participation in the correctional recreation program is a vital part of the total treatment program as it eases the tension and recreates the morale of the participants. The socializing influence inherent in this program enables the participating inmates to gain a better rapport among themselves as well as staff supervisors. At the same time, it provides a meaningful outlet for offenders during leisure hours.

During FY 81 the following programs have been conducted:

Intramural programs have continued at all state correctional institutions, as well as some county correctional institutions and community based treatment centers. Programs include basketball, soccer, volleyball, softball, flag football plus table games such as pool, table tennis, checkers, chess, and cards.

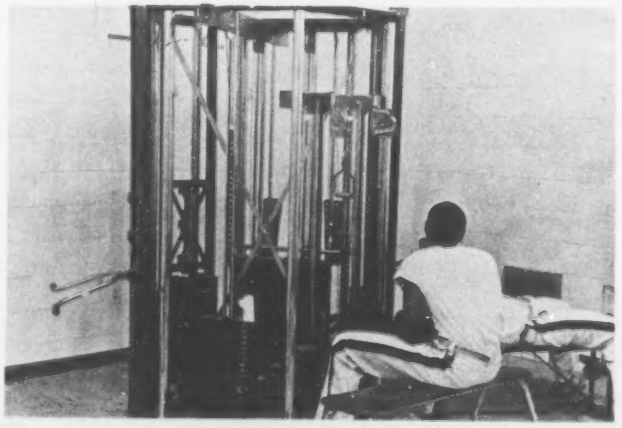
State tournaments are conducted at the conclusion of each athletic season to determine the state champion and runners-up in each of four classifications.

Summer Olympics, which include track and field events, are conducted annually.

Winter Olympics, conducted each December, include pool, table tennis, arm wrestling, one-on-one basketball, checkers and chess.

Literary Contest held annually includes prose, poetry, short stories and articles.

Music Festival, held each October, allows 30 minutes per institution to compete in the categories of rock, soul, country and western, variety,



barbershop quartets, gospel and vocals. Each group is critiqued by professional musicians and awards are given in each category.

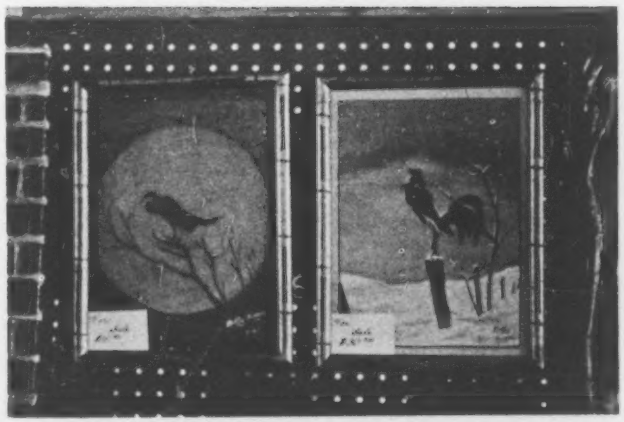
Inmate Arts and Crafts are exhibited upon invitation at the Yellow Daisy Festival, county fairs, and art festivals.

Staff Activities have been developed for all departmental personnel, such as annual tournaments in softball, golf, tennis and fishing, according to the season.

A Coaches' Clinic was conducted to aid institutional recreation directors in their respective coaching skills in newly implemented activities. The clinic included crafts and soccer in 1981.

An Annual Drama Festival was conducted with the drama group judged by professional actors.

Recreation programs existing in correctional institutions throughout the system include classes in arts and crafts such as leather, ceramics, decoupage and painting. The program also includes games such as chess, checkers, pool, table tennis, shuffleboard, foozball, basketball, volleyball, softball, soccer, horseshoes, flag football, badminton, and tennis. In addition, inmates participate in track and field events, boxing, weightlifting, aerobatics, jogging, fishing, dancing (Women's Unit) and special events such as Christmas parties (for inmates' children), picnics, field day and cultural events.



Over 30 percent of the total inmate population participated in competitive sports with an additional 31 percent participating in other structured recreation programs. Attendance at the 16mm movie program reached 6,568.

The DOR has opened two new prisons in the last 12 months and six professional recreational staff members have been employed. This brings the total recreation staff in the Department to 36.

GENERAL SERVICES AND SUPPORT

General Services and Support (GSS) has the primary responsibility to insure DOR's completion and compliance with state laws and regulations.

GSS is made up of nine major sections: Personnel, Planning and Budget, Facilities Development and Engineering, Grants Development and Administration, Staff Development and Training, Fiscal Management, Farm and Food Services, Purchasing/ Administrative Support, and Audits.

PERSONNEL

The Department of Offender Rehabilitation, like most Departments of Georgia State Government, falls under the authority of the State Merit System. Personnel policies and practices of DOR are, therefore, developed and implemented within the framework and guidelines of the rules and regulations of the State Personnel Board and the policies and procedures of the State Merit System which are mandated by and consistent with Merit System Act 81, 1975, as amended and enacted by the General Assembly of Georgia.

The Department's basic personnel philosophy is as set forth in Act 81:

> "Impartial selection of the best qualified persons for government service — and equal opportunity for competent employees to be promoted within the service."

The ultimate mission of the Department Personnel Office is to administer a system of personnel management and compensation based on merit principles and to build a career service in the Department which will select and retain competent personnel. The process begins with the administrative arm of the office and continues through the classification and transactions units, each of which carries out specific responsibilities as reflected in the following:

- *ADMINISTRATION* — Formulates and distributes policies and procedures, promotes equal opportunity in selection, coordinates employee benefits and services, provides a management service for manpower allocation, and coordinates the Department's Affirmative Action, Adverse Action, and Grievance programs.

- *CLASSIFICATION UNIT* — Reviews audits and processes and maintains accountability for all positions, assuring that each is properly structured to perform assigned responsibilities.

- *TRANSACTIONS UNIT* — Insures that all personnel transactions-appointments, promotions, transfers, etc. - are accurately processed in a timely manner.

DOR's personnel staff supports the third largest State Department in Georgia with slightly more than 4,200 positions. At the close of FY 81, 3,899 of these positions were filled. The personnel statistics for the year

reflect the following:

CLASSIFICATION UNIT:

Allocations		246
Revised Job Descriptions		111
Reallocations		326
Abolitions		39
Non-Merit Allocations		24
County Changes		57
Other GEMS Actions		1,206
	TOTAL	2,009

TRANSACTIONS UNIT:

Appointments		1,192
Promotions		660
Demotions		63
Transfers		269
Separations		757
Other Actions		6,250
Registers Requested and Certifications		3,597
Across-the-Board Increases		7,800
Training Date Entries		249
	TOTAL	20,837

MISCELLANEOUS:

Employee Suggestions Processed		5
Credit Union Applications		572
Worker's Compensation Claims		276
Vacancies Announced		795
New Policy & Procedure Memos		13
Adverse Actions Handled		140
Department Appeals Heard		53
Represent DOR in MS Appeals		24
Grievances Received		19
Grievances Heard		9
	TOTAL	1,906

PERSONNEL SERVICES AND HIGHLIGHTS DURING FY 81

- **The Offender Rehabilitation Vacancy Announcements**—Distribution is made weekly throughout the Department to insure that all depart-

mental staff are made aware of vacancies and have an equal opportunity to apply if they desire. Selected out-of-state job announcements are made through this same method.

- **The Employee Suggestion Program**—The Employee Suggestion Program (ESP), Committee, composed of four members appointed by the Commissioner and chaired by the Assistant Personnel Director, meets monthly to review suggestions received and make recommendations for adoption and award or non-adoption.

- **Technical Assitance**—Information in the area of worker's compensation, unemployment insurance, health benefits, and retirement is readily available.

- **Credit Union**—Employees may join the State Employees Credit Union (SECU) and deposit savings through payroll deduction and may borrow from the SECU provided they meet certain standards. The Personnel Office receives, reviews, and makes a recommendation on all loan applications. The Personnel Director, in addition to functioning as the departmental loan officer, serves on the SECU Board of Directors.

- **U.S. Savings Bond Campaign**—U.S. Savings Bonds may be purchased through payroll deduction. The Department conducts an annual campaign to enroll its employees in the payroll savings plan.

- **Affirmative Action Program**—Underutilization is reversing as we work to change the composition of the applicant pool and provide larger percentages of qualified minorities and females from which to select. Current leadership maintains a continuing awareness of the importance of equal employment opportunity.

- **Training Workshops**—(Small 1-day) Three Personnel Problem-Solving Seminars were held during FY 81. Feedback from each was extremely positive.

- **Grievance Process**—The over-all grievance handling process for state employees was revised. The Department program was simplified, and the emphasis has been placed on early identification and solution of problems before they become serious enough for formal hearings.

- **Adverse Actions**—The number of disciplinary actions has increased with the greater number of employees. Simultaneously, the number of appeals from action taken has increased both numerically and proportionately. Several workshops have been held to increase the professionalism and competence in this area at all levels.

FARM AND FOOD SERVICES

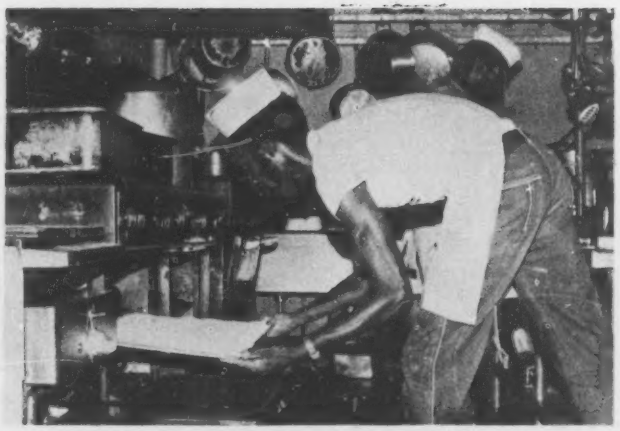
The Central Farm and Food Service Office is responsible for establishing and maintaining rules and regulations for the operations of dining facilities within the state correctional institutions. Coordination must be maintained between Institutional Food Service and the Central Farm and Food Service Office to insure proper receiving, utilization and reporting of all supplies and materials received relating to the Food Service operation.

The Central Farm and Food Service Office provides each facility with all forms needed in food service operations, including policies and procedures governing operations.

Master Menu: All foods prepared by DOR food service facilities must be prepared in accordance with the Approved Master Menu and Recipes in order to standardize the uniformity of the foods obtained and prepared and to maintain the lowest possible food cost consistent with proper aesthetic and dietary standards.

Food Orders: All food and supply orders will be made through the Central Food Processing and Distribution Center, Milledgeville, in accordance with Food Service policies and procedures.

Receiving: All food, equipment and supplies received into the food service facilities shall be in accordance with specifications and standards as established by the Office of Farm and Food services and as approved by the Purchasing and Supplies Division within the Department of Administrative Services.



Food Storage: All foods received into the institution, whether from the Central Food Processing and Distribution Unit or outside vendors, must be inspected closely upon receipt and shall be stored in an orderly manner.

Cook's Worksheet: The cook's worksheet will be prepared by the kitchen supervisor to provide kitchen personnel with instructions for the preparation of meals and the utilization of leftovers. This is the end of the audit trail reflecting the final use of food supplies that have been ordered, received, stored and then used in accordance with the DOR Master Menu.

Inventory: All food and kitchen supplies received by a facility must be recorded and stored in such a manner as to facilitate actual physical count of all these items, accurate perpetual stock record systems, and proper rotation of inventory. Separate inventory records are maintained by each facility which is designated as a separate food service facility by the Director of Farm and Food Services.

Reporting: To maintain proper management control over food service

procedures and cost of service, institutional requests for food and supplies are reviewed by the Superintendent, Deputy Commissioner, and staff within the Farm and Food Service Office.

Training: Staff training is coordinated by the training staff of the Central Farm and Food Service Office. Inmate training is carried out in accordance with Food Service policies and procedures.

Sanitation: Each institution and/or center must obtain a food service permit from the local county health department in accordance with the Georgia Department of Human Resources (DHR) Rules and Regulations for Food Services. Sanitation inspections are conducted by county health departments, Department of Education, and staff of the Farm and Food Service Office.

Employees: The Food Service staff for a 600-inmate institution includes a food service manager and six food service supervisors. The staff is divided into two shifts, working six days on and three days off, or five days on and two days off. The overlapping of the two shifts will be at the noon meal each day. The number of inmate cooks and sanitation workers are assigned according to the total institutional population. Assignment of inmate personnel is in accordance with DOR rules and regulations.

Employee Meals: All staff and visitors are required to pay for meals served and/or consumed in the institution. Meal tickets are sold in accordance with the Food Service policies and procedures.

FARM PRODUCTION
COST AND VALUE COMPARISON
F.Y. 1981

Commodity	Units of Production	Total Cost of Production	Unit Cost	Unit Wholesale Value	Total Value	Benefit Cost Ratio Value Cost
Beef, Dressed lbs.	1,151,385	$1,339,757	$1.1636	$1.70	$1,957,384	1.47
Savings					805,999	
Pork, Dressed lbs.	1,080,191	938,905	.8692	1.50	1,134,200	1.21
Savings					195,295	
Poultry, Dressed lbs.	23,190	10,851	.4679	.45	10,435	.96
Loss					(416)	
Eggs, Dozens	699,930	327,848	.4684	.68	475,952	1.45
Savings					148,104	
Milk-Gallons	281,258	408,382	1.4519	1.68	472,513	1.16
Savings					64,131	
Vegetables-lbs.	1,932,383	261,941	.1355	.19	367,134	1.40
Savings					105,193	
Syrup-Gal.	None	43,362			-0-	
Loss					(43,362)	
Orchard-lbs.	None	7,967				
Loss					(7,967)	
Melons-lbs.	194,119	9,354	.0481	.07	13,588	1.45
Savings					4,234	
TOTALS		$3,348,367			$4,431,206	1.32
Savings					$1,082,839	

FACILITIES DEVELOPMENT AND ENGINEERING

The Office of Facilities Development and Engineering (FDE) is responsible for the design, construction and maintenance management of all new and existing departmental facilities, as well as the management of all leased departmental facilities. FDE is responsible for implementation of the DOR Master Plan for the increased delivery of services in a climate of increasing population, increasing construction costs and formulation of minimum facility standards. This environment has resulted in a continued facility construction and renovation effort by the Department.

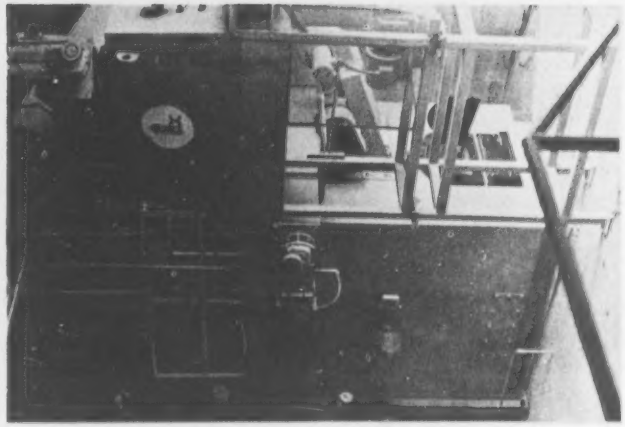
FDE is very active in consulting and providing planning assistance to county correctional institutions in various areas of the state. When requested, visual surveys of existing conditions at county institutional sites are made, and proposed plans are reviewed by this section for security aspects, technical adequacy and cost control.

A regional prototype diverson center has been designed for construction in the immediate future in the Augusta Area. A similar facility for a transitional center near Metro Correctional Institution, Atlanta, is nearing the bidding construction stage.

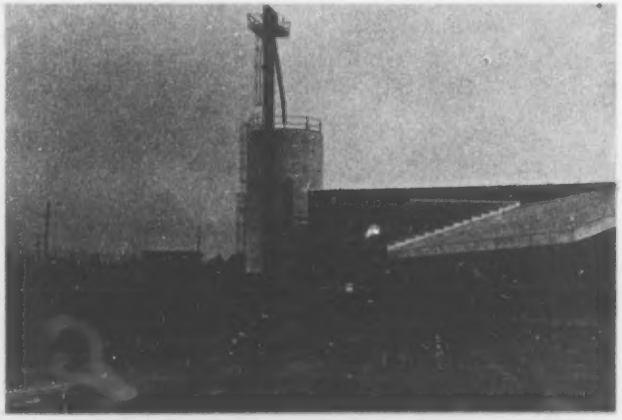
FDE is coordinating the installation of woodburning boiler systems at Walker Correctional Institution, Lafayette, and Georgia Industrial Institute, Alto. A distillery will soon be in operation at Lee Correctional Institution, Leesburg, to make ethynol from agricultural products which will be used to fuel farm equipment. Other energy efficient and cost effective ideas are being investigated in the maintenance and renovation efforts statewide.

FDE coordinated maintenance crews from various institutions to dismantle a meat processing plant owned by the state, to make room for an addition to the World Congress Center. Several hundred thousand dollars worth of cooling equipment, meat processing equipment, meat rails, light fixtures and other miscellaneous items were salvaged for future use at institutions at great savings to the state.

FDE continues to develop preventive maintenance and training programs as well as emergency support procedures. New systems for roof repair and sealing have been installed which will result in savings toward future repairs. In addition, FDE continues standardization of maintenance agreements, development of project request procedures, and developing a simplified, timely maintenance system. Maintenance is also required to enact renovations in areas ranging from fire stairways to windows, lighting and ventilation, that are necessary to comply with health and safety codes.



Parts of the wood energy heating system at Dodge C.I.



court orders and energy efficiency requirements.

The Department continues the massive redevelopment of Georgia State Prison, including renovation of existing facilities and construction of new facilities such as the housing/support complex known as Unit C. Complete redevelopment will cost in excess of $45 million and will greatly increase the department's ability to comply with life safety, health and fire codes, and to provide facilities in keeping with current and expected standards such as square footage per resident. Construction of Dodge Correctional Institution and the Augusta Correctional and Medical Institution continues.

Finally, the Department has experienced an increasing involvement in legal requirements during all phases of construction, leasing, utility contracting and the provision of inmate services. FDE has taken the lead in drafting standardized contracts, license agreements, utility agreements and other required legal documentation solidifying the Department's legal position.

STAFF DEVELOPMENT AND TRAINING

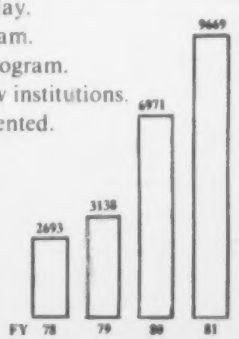
The goal of this section is to provide employees of the Department of Offender Rehabilitation with the skills necessary to perform their jobs well and to develop their career potential. Much of the training continues to be done at the Staff Development Center, Athens, which provides classroom and dormitory facilities on the campus of the University of Georgia for approximately 75 trainees.

Staff Development Center, Athens

Numerous significant training milestones were achieved during the year. In reaching these goals the resources of the training section have been stretched. In addition to keeping up with the routine demands for training, the following major tasks were accomplished:

- Training records were put on the GEMS — Training System. More than 10,000 training records were batch loaded and entered directly into the system by the training section in May.
- Implementation of center assessment program.
- Fulfilled a Food Service Training Grant Program.
- Staff training provided for personnel at new institutions.
- Fire Safety Training program fully implemented.

The chart shows the continuing growth in the number of employees trained. There was more than a 38% increase in the number of employees trained over the previous year. This allowed for an index of 2.14 training experiences per employee compared to 1.74 the previous year.



DOR Employees Trained

TRAINING SUMMARY	Sessions	Participants
Basic Security Training	19	651
Basic Program/ Probation	4	104
In-Service Training	452	7,523
Supervisory	10	185
County Correctional Institutions	38	615
State Board of Pardons & Paroles	6	136
TOTALS	529	9,214

The Above training represents more than 200,000 participant hours.

PLANNING AND BUDGET

Since the 1980s the Planning and Budget offices have been combined into one administrative unit. This organization reflects the DOR philosophy that planning and budgeting are integral parts of the same management process.

The Planning and Budget Section is responsible for (1) an annual system-level planning and budget development cycle, (2) special planning projects, and (3) routine management of the agency's financial resources. The annual planning-budget cycle examines agency needs at the system and program levels and results in the completion of an annual agency plan and zero-based budget document. The FY 83 budget request for the agency identified agency financial needs exceeding $125 million in new funding levels.

The major planning effort for FY 81 was directed towards developing strategies for managing the continuing growth of the inmate and probationer populations. Several projects were initiated to identify financial and non-financial approaches to this problem. These projects will be continuing into 1982.

PURCHASING/ADMINSTRATIVE SUPPORT

The Department's central procurement and property control functions are coordinated by the Purchasing and Administrative Office. During the fiscal year, 24,000 purchases with a value of more than $20 million were processed. The Procurement Section served as Department liaison for all purchasing matters with the Purchasing and Supply Division of the Department of Administrative Services, supervised a statewide credit card system and bulk petroleum issuance system at certain institutions, conducted complete audits of all Department purchases to insure compliance

with state purchasing rules and regulations, coordinated the completed implementation of the computerized equipment inventory system for all DOR units, and provided management control of all DOR vehicles which included maintaining inventory of all the fleet. In FY 81, the Care and Custody Inmate program was implemented which provided a system for the issuance and replacement standards on all inmate and officer supplies. A statewide uniform warehouse was established in Milledgeville for the issuance and control of all correctional officer uniforms. This overall program was designed to meet the care and custody needs for all state correctional facilities in a uniform and systematic manner while saving the state thousands of dollars.

GRANTS ADMINISTRATION

During FY 81, federal funds exceeding $1,892,037 were awarded to the DOR in support of such programs as remedial education programs for inmates, computer systems development, alternatives to incarceration, substance abuse, major construction and updating of wastewater systems, extended assessment of inmates, staff development, continued development of the Earned Time System, and the development of alternative fuel sources.

The development of the programs listed above has come about as a result of funding made available to the State of Georgia by the Law Enforcement Assistance Administration, the Department of Health, Education and Welfare, the National Institute of Corrections, the Environmental Protection Agency, the Comprehensive Employment and Training Act, the Intergovernmental Personnel Act, and the Department of Energy.

Funds are currently being sought to enhance existing programs such as in-service training, classification, and improvement of inmate services.

AUDITS

This section does the auditing of all financial records to insure fiscal responsibility in all the Department's units. In FY 81, there were 65 audits performed for probation offices, 13 audits for community centers and 23 audits of state correctional institutions.

FISCAL MANAGEMENT

The Accounting Office maintains accountability for all DOR expenditures which encompassed FY 81 budget of approximately $127 million. There were a total of 97,968 documents entered into the system resulting in a total of 44,157 checks issued.

The Payroll Section maintains semi-monthly payrolls totaling in excess of 4,200 checks, with a total annual payroll in excess of $65 million.

GEORGIA CORRECTIONAL INDUSTRIES

Georgia Correctional Industries Administration functions as an integral part of the Department of Offender Rehabilitation although it exists legally as a separate entity. Operating industrial facilities at state correctional institutions, it provides jobs and employment opportunities for the pre-release training of offenders under the custody of DOR.

Each industry within an institution is similar to a private enterprise, allowing inmate employees the opportunity to develop good work habits and saleable job skills.

Coordination and management of the industries located at the various correctional institutions are provided by a central office in Stone Mountain. At each industry, appropriate plant managers, foremen and other supervisory personnel work under the supervision of the respective warden and the central office.

Products manufactured by Correctional Industries are marketed only to government agencies at the state, county, and municipal levels. The Administration receives no direct appropriations and provides for its own operating, capital outlay, and expansion needs through the sale of products and services.

All operations of the Administration are under the direction of the Georgia Correctional Industries Board. In accordance with legislation enacted by the 1980 General Assembly, the State Board of Offender Rehabilitation assumed the responsibilities and policy functions of the Industries Board effective July 1, 1980.

During FY 81, the Administration provided 605 daily inmate employee positions and more than 1,500 inmates participated in its overall training programs. Production and sales of non-license plate products and inmate employment in these areas reached record levels for the fifth straight year.

The Administration continued to expand its facilities, production capacity and inmate job training slots during FY 81. New textile and mattress operations were initiated at the Middle Georgia Correctional Complex, and new concrete, carpentry, and upholstery plants were constructed at Montgomery Correctional Institution. Additionally, the central warehouse/distribution facility at Georgia State Prison was expanded to 40,000 square feet.

Mattresses provided by Correctional Industries

During FY 81, an internal Industries Task Force was created by the development of an overall Industries master plan. The Task Force will review both existing and future potential industrial operations, inmate manpower and training needs, facility site locations, and the financial needs of the Administration. The Task Force is to complete its work and present its recommendations in the coming fiscal year.

License Plate Plant	Georgia State Prison	75
Textile Products Plant	Georgia State Prison	70
Metal Products Plant	Georgia State Prison	75
Warehouse/Distribution	Georgia State Prison	10
Textile Products Plant	Middle Georgia Complex	75
Mattress Factory	Middle Georgia Complex	25
Screen/Sign Plant	Montgomery C.I.	95
Carpentry Shop	Montgomery C.I.	35
Upholstery Shop	Montgomery C.I.	35
Concrete Products	Montgomery C.I.	25
Chemical Plant	Lowndes C.I.	30
Print Shop	Stone Mountain C.I.	30
Wood Products Plant	Wayne C.I.	25
	Total	605

Garment factory, Colony Farms

Probation Districts
& Judicial Circuits
Lookout Mtn.
COWETA
CHEROKEE
ROME
BLUE RIDGE
MOUNTAIN
NORTH EASTERN
PIEDMONT
NORTHERN
WESTERN
GWINNETT
COBB
STONE MTN.
ATLANTA
ALCOVY
TALLAPOOSA
TOOMBS
AUGUSTA
COWETA
CLAYTON
GRIFFIN
FLINT
OCMULGEE
MIDDLE
MACON
OGEECHEE
CHATTAHOOCHEE
HOUSTON
DUBLIN
SOUTHWESTERN
CORDELE
OCONEE
ATLANTIC
EASTERN
PATAULA
DOUGHERTY
TIFTON
BRUNSWICK
WAYCROSS
SOUTH GEORGIA
ALAPAHA
SOUTHERN

PROBATION SERVICES DIVISION

Probation is a sentence consisting of legal conditions and requirements by the judiciary and, therefore, is served under court-ordered supervision in the community. Special conditions as well as court fines and/or restitution to the victim may be imposed on the probationer. With the exception of mandatory prison sentences, such as murder and armed robbery, sentences may be probated.

There are two types of probated sentences: "Regular" probation and probation under the First Offender Act. If an individual has no prior record of a felony conviction, the court may sentence the individual to probation as a First Offender. The advantage of the First Offender sentence is that upon the successful completion of the sentence, the individual will have no prior record of conviction.

Currently, Fulton and DeKalb Counties continue to operate independent probation systems serving both the superior and state courts, while Bibb, Chatham, Muscogee, Richmond and Cobb Counties continue to provide independent probation services to the state court.

As of July 1, 1981, the Probation Division had a total staff of 759 field positions, 169 diversion center positions, and 21 administrative positions.

There are 43,229 offenders on probation. Probation supervisors carry an average caseload of approximately 117 probationers. At the current rate of growth, projections indicate there will be some 50,000 probationers by 1982.

There are two types of probated sentences within the 42 judicial circuits:

(1) The 62 state courts handle primarily misdemeanant and child support cases; and

(2) The superior courts are responsible for felony cases.

The Probation Division provides:

— Professional Services—Professional Services are provided to the criminal justice system for the protection of the community at large. Professional service is directed towards affecting the social adjustment of some 45,000 probationers by defining a plan of action to meet the needs of probationers and through the systematic implementation of such intervention strategies as surveillance, counseling, referral, collection of fines, restitution and/or court costs.

— The Presentence Assessment Program—This program provides for

the preparation of long-form verified presentence investigations and complete psychological evaluations. These two components are combined into a "package" of information that is made available to judges, the Sentence Review Panel, and the State Board of Pardons and Paroles as an aid in determining appropriate sentences. Once sentenced, this package also follows the offender to his assigned rehabilitative setting, whether that be a correctional institution, diversion center, or probation office. The information package provides the information needed to determine proper supervision and treatment strategies. There are currently 9 judicial circuits with full presentence assessment teams which have the capability to prepare packages on all felony offenders appearing before the court. This information can be provided, however, to Superior Court Judges statewide on a selected basis by diagnostic and investigative personnel. In FY 81, 2,953 psychological evaluations and 9,688 long and short form presentence investigations were completed.

— In April, 1981, the Board of Offender Rehabilitation passed a resolution requiring that presentence investigations and psychological evaluations be made available to correctional institutions on a statewide basis rather than just from the 9 circuits with presentence assessment teams. According to personnel at the two diagnostic institutions, a complete presentence assessment package reduces processing time fifty percent.

— Diversion Centers—Statewide diversion centers provide an alternative for offenders who need more than regular supervision, but less than long term incarceration.

— Interstate Compact Services—The Interstate Compact Services provide coordination of investigation requests, criminal histories and transfers of probation supervision between Georgia and the other 49 states. 1,843 Georgia cases under supervision out-of-state were processed during the same period, bringing the Probation Compact caseload total to 3,069.

— Collection of Fines, Restitution and Court Costs—The Probation Division collects fines, restitution/court costs and child support. During FY 81 a total of $17,213,091.00 was collected. This represented $1.6 million in restitution, $5.5 million in fines/court costs, and $10 million in child support.

Womens' Diversion Center, Atlanta

DIVERSION PROGRAM

Because of prison overcrowding crises and because of a trend to require the

offender to accept responsibility for his/her crime, in 1974, the Department of Offender Rehabilitation developed and implemented the restitution (diversion) concept. This concept called for the establishment of restitution (diversion) centers which provided an option to the courts in sentencing non-violent, property-type offenders, and which required the offender to repay his/her victim and perform public service work.

This program offers 24-hour a day supervision to probationers at a community-based residential center. The Department stresses that keeping offenders within the community increases the chances of reorienting them to social values. Continued residence in the community strengthens the offender's family ties, enhances vocational and educational opportunities, and provides treatment for social, psychological and emotional problems.

This is accomplished through utilization of the existing expertise of volunteers and professionals in the community, hence, reducing the need for additional staff to provide a duplication of services.

Criteria used to determine offender eligibility for the program are as follows:

Selection Criteria

— To be admitted to a diversion center, it must be determined that the only other option to the diversion center was prison. This can occur in two ways: post sentence diversion and direct sentencing.

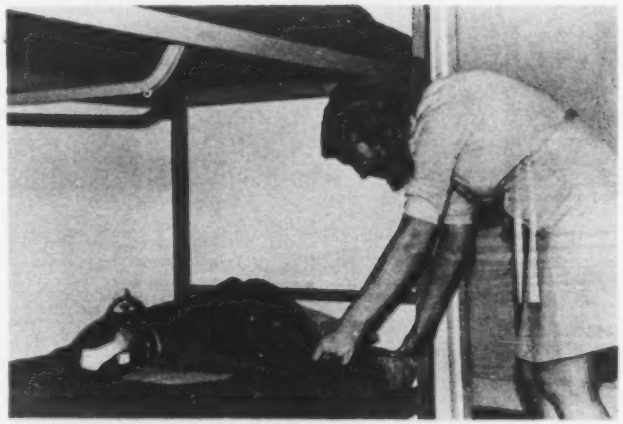
— Offenders are intended to be primarily felons who would have served time in state operated institutions. However, some misdemeanants are accepted on a "case by case" basis, such as theft by taking or bad check cases.

— Primary consideration will be given to offenders convicted of property crimes of a non-violent nature. Protection of the community against violent or sex-related crimes is a major emphasis in the diversion program.

— Secondary considerations will be given to offenders convicted of other crimes.

— No chronic alcoholic or hard drug abuser (i.e. opiates, cocaine, heroin) will be accepted. The major emphasis of diversion centers is on responsible behavior and a strong work ethic.

— Diversion centers are the administrative responsibility of the Commissioner of the Department of Offender Rehabilitation, which limits their services to adults only (17 years or older).



Resident making bed at Diversion Center

— Offenders must be willing to enter into a contract with the center, establishing behavorial objectives to be achieved.

Once accepted in a diversion center, the offender enters an orientation period, which requires that he/she be tested to identify social, physical or emotional problems. During this period the resident is familiarized with all the rules and regulations of the center.

Within the first seven days, residents are expected to locate full time employment in the community with assistance from a center counselor and the State Labor Department.

Unlike traditional incarceration, a resident of a diversion center is held financially responsible for his crime.

All residents are charged room and board, pay taxes, pay for their own personal items, financially assist their families, pay restitution to victims and fines to the court. (See Earnings and Disbursement Report for totals.)

In addition to full time employment, residents are involved in various self-help activities at the center. Programs offered include individual and group counseling, employment skills, consumer education, GED and Adult Basic Education, recreation and religious activities.

Group counseling — Diversion Center

THE PRESENTENCE ASSESSMENT PROGRAM

The Community Diagnostic Program began in 1972 with the federal funding of the Diagnostic Evaluation Center in Macon, Georgia. This project was established to provide psychological data as an aide to intensive probation supervision and was later expanded at the request of the Macon Superior Court Judges, to include psychological evaluations to supplement presentence investigations. By early 1973, psychological evaluations had become an integral part of presentence investigations. Expansion of the program continued in 1975-76.

The professional staff established the credibility for what has now become one of the nation's most functional and productive Community Diagnostic Programs in Probation.

The diagnostic process is constantly being refined to better meet the needs of the Superior Court Judges, probation staff and institutional personnel.

The focus of the program has steadily changed to that of Presentence Assessment, since the first priority is to provide Superior Court Judges with verified information as an aid in reaching an appropriate sentencing decision.

THE PROBATION DIVISION IN THE 80's

The Probation Division continued to concentrate on the refinement of its service delivery system to offenders. This was accomplished by reducing paper work and adding staff, and training programs. Specific projects now in developmental stages are:

- The Individual Needs System will maintain accountability necessary to assure quality services to the offender and court.
- Diversion Center Programs are being refined so that all diversion centers will have accessible, specific and uniform programs to include family and individual counseling, remedial education, employment, psychological testing, etc.
- The Computer Tracking System is being redesigned through a grant to an outside consultant so that the typical probationer can be better identified. Additionally, the system will be designed to enable the tracking of an offender throughout the criminal justice system.
- The relocation of diversion centers which do not meet the minimal physical standards by funds available through the Appropriations Act.
- The expansion of the presentence investigation program will be a primary effort next year with the goal of providing presentence investigations on all felony offenders.
- The women's programs are being expanded through the Women's Diversion Center in Atlanta, and by locating a women's component at the already existing male centers in Rome and Albany.
- The Division will continue working toward guidelines to meet accreditation standards.
- The Division will continue efforts to establish new centers in Savannah and Columbus.

Georgia Diversion Center
Cumulative Earnings and Disbursements Statistics

	FY 81
Gross Earnings	$2,211,109
Taxes and Other Deductions	410,686
Net Earnings	$1,800,023
Room and Board Assessments	645,262
Food, Clothing, Medical, Personal Items and Transportation	452,213

Savings	$1,436,147
Financial Assistance	132,366
Restitution	132,996
Court Costs and Fines	279,415
Hours of Public Service	38,966

Total Restitution and Fines collected since opening of Restitution/ Diversion Centers in 1975:

Restitution:	$510,068
Fines:	852,303
Total	$1,362,371

DIVERSION CENTER TOTALS—FY 81

WORKLOAD MEASURES

Total Number Residents Served	1553
Average Number Residents	419
Number Successful Terminations	755
Number Revoked	205
Number Escaped/Absconded	176
Total Number Terminations	1136

EFFICIENCY MEASURES (Total Capacity-415)

% and Capacity Utilized	95%

EFFECTIVENESS MEASURES

% Residents Successfully Terminated	67%
% Residents Revoked	18%
% Residents Escaped/Absconded	15%
% Residents Employed	95%

Albany Diversion Center
6006 Reid St., Turner Field
Albany, Georgia 31705
Director: Don Chandler
Phone: 912-439-4309
Gist: 341-4309, 4313, 4353

Atlanta Diversion Center
1566 Bankhead Highway
Atlanta, Georgia 30318
Director: Coleman Wilson
Phone: 404-792-7055

Athens Diversion Center
P.O. Box 1229
Athens, Georgia 20601
Director: David Gibbs
Phone: 404-542-8628
Gist: 241-8628

Augusta Diversion Center
1220 12th Street
Augusta, Georgia 30901
Director: Alvin Mitchell
Phone: 404-828-2256
Gist: 331-2258

Cobb Diversion Center
831 N. 4 Lane Highway
U.S. 41
Marietta, Georgia 30060
Director: Dennis Clark
Phone: 404-427-3148

Gainesville Diversion Center
1195 Broad Street, S.W.
Gainesville, Georgia 30501
Mail: P.O. Box 2382
Director: Barry Ladd
Phone: 404-532-5335, 5336
Gist: 245-5335

Gateway Diversion Center
15 Peachtree Place, N.E.
Atlanta, Georgia 30309
Director: Larry Warren
Phone: 404-894-2650
Gist: 222-2650

Macon Diversion Center
1232 Jeffersonville Road
Macon, Georgia 31201
Director: Betty Hibbs
Phone: 912-744-6197
Gist: 321-6197

Rome Diversion Center
Northwest Georgia Regional Hospital
Building #206, Redmon Road
Rome, Georgia 30161
Director: Jim Deal
Phone: 404-295-6418
Gist: 231-6418

Thomasville Diversion Center
P.O. Box 980
Thomasville, Georgia 31792
Director: Woodrow Thompson
Phone: 912-228-2347
Gist: 344-2347, 2348

Waycross Diversion Center
U.S. Highway 1 South
Waycross, Georgia
Acting Director: Tommy Rouse
Business Manager: Francis Blacknall
Phone: 912-285-6028
Gist: 368-6028

Women's Diversion Center
1051 West Peachtree Street
Atlanta, Georgia 30309
Director: Jacqueline Golden
Business Manager: Pam Bass
Phone: 404-894-5610
Gist: 222-5610

PROBATION CIRCUIT OFFICES

Mr. Herbert Tomlinson
Chief Probation Officer
Alapaha Judicial Circuit
P.O. Box 366
Lakeland, Georgia 31645
912-482-3303

Mr. Norman Stripling
Chief Probation Officer
Atlantic Judicial Circuit
P.O. Box 94
Hinesville, Georgia 31313
912-876-3571

Ms. Debra Kennedy
Chief Probation Officer
Brunswick Judicial Circuit
P.O. Box 178
Brunswick, Georgia 31520
912-265-2256

Mr. George Scott
Chief Probation Officer
Clayton Judicial Circuit
Clayton County Courthouse
Jonesboro, Georgia 30236
404-487-9911, Ext. 250

Mr. James Peacock
Chief Probation Officer
Cordele Judicial Circuit
Crisp County Courthouse
Cordele, Georgia 31015
912-273-3638

Ms. Linda Layton
Chief Probation Officer
Dublin Judicial Circuit
308 Roosevelt Street
Dublin, Georgia 31021
912-272-1608

Mr. Ross Brantley
Chief Probation Officer
Griffin Judicial Circuit
P.O. Box 1189
Thomaston, Georgia 30286
404-647-8557

Mr. James Mabry
Chief Probation Officer
Alcovy Judicial Circuit
P.O. Box 129
Monroe, Georgia 30655
404-267-6731

Mr. H. Langdon Atkins
Chief Probation Officer
Augusta Judicial Circuit
City/County Annex, A-102
Augusta, Georgia 30902
404-828-3511

Mr. Tony McCrary
Chief Probation Officer
Chattahoochee Judicial Circuit
P.O. Box 2337
Columbus, Georgia 31902
404-571-7484

Mr. James Hudgins
Chief Probation Officer
Cobb Judicial Circuit
P.O. Box 910
Marietta, Georgia 30061
404-422-2320, Ext. 235

Mr. Jeff Binion
Chief Probation Officer
Coweta Judicial Circuit
P.O. Box 338
Newnan, Georgia 30263
404-253-3034

Mr. Richard Lamy
Chief Probation Officer
Eastern Judicial Circuit
P.O. Box 14214
Savannah, Georgia 31406
912-356-2150

Mr. Thurman Thompson
Chief Probation Officer
Gwinnett Judicial Circuit
P.O. Box 182
Lawrenceville, Georgia 30245
404-963-8611

Mr. George Roberts
Chief Probation Officer
Atlanta Judicial Circuit
301 Civil/Criminal Court Bldg.
Atlanta, Georgia 30303
404-572-2500

Mr. Jim Harbin
Chief Probation Officer
Blue Ridge Judicial Circuit
Forsyth County Courthouse
Cumming, Georgia 31030
404-887-6571

Mr. Dale Blalock
Chief Probation Officer
Cherokee Judicial Circuit
P.O. Box 771
Cartersville, Georgia 30120
404-382-0895

Mr. Marvin Hackney
Chief Probation Officer
Conasauga Judicial Circuit
P.O. Box 747
Dalton, Georgia 30720
404-259-2306

Mr. Charlie Mathis
Chief Probation Officer
Dougherty Judicial Circuit
P.O. Box 954
Albany, Georgia 31702
912-439-4191

Mr. Wesley Miller
Chief Probation Officer
Flint Judicial Circuit
10 Maxwell Street
McDonough, Georgia 30253
404-957-2992

Mr. John Trussell
Chief Probation Officer
Houston Judicial Circuit
202 Carl Vinson Parkway
Warner Robins, Georgia 31903
912-922-4471

Mr. J. Farrell Brown
Chief Probation Officer
Lookout Mountain Judicial Circuit
P.O. Box 423
LaFayette, Georgia 30728
404-638-4014

Mr. James Simmons
Chief Probation Officer
Mountain Judicial Circuit
P.O. Box 556
Clarkesville, Georgia 30523
404-754-9315

Mr. Jack Hill
Chief Probation Officer
Ocmulgee Judicial Circuit
P.O. Box 1299
Milledgeville, Georgia 31061
912-452-3824

Mr. Luther Hastey
Chief Probation Officer
Pataula Judicial Circuit
P.O. Box 245
Donalsonville, Georgia 31745
912-524-2836

Mr. Hayden Squires
Chief Probation Officer
Southern Judicial Circuit
P.O. Box 6
Valdosta, Georgia 31601
912-247-3467

Mr. Steven Jackson
Chief Probation Officer
Stone Mountain Judicial Circuit
437 Ponce de Leon Avenue
Decatur, Georgia 30030
404-373-9433

Mr. Vernon Walters
Acting Chief Probation Officer
Toombs Judicial Circuit
P.O. Box 72
Crawfordville, Georgia 30631
404-456-2527

Mr. Kenneth Carroll
Chief Probation Officer
Tallapoosa Judicial Circuit
P.O. Box 156
Buchanan, Georgia 30113
404-646-3810

Mr. Robert Gray
Chief Probation Officer
Macon Judicial Circuit
204 Spring Street, Suite E
Macon, Georgia 31201
912-744-6092

Mr. Tommy Rouse
Chief Probation Officer
Waycross Judicial Circuit
P.O. Box 819
Waycross, Georgia 31501
912-283-6410

Mr. Raymond Evans
Chief Probation Officer
Northeastern Judicial Circuit
P.O. Box 2436
Gainesville, Georgia 30501
404-532-5261

Mr. L. C. Strange
Chief Probation Officer
Middle Judicial Circuit
Drawer S
Swainsboro, Georgia 30401
912-237-4331

Mr. Allen Marchant
Chief Probation Officer
Oconee Judicial Circuit
P.O. Box 151
McRae, Georgia 31055
912-868-2279

Mr. Douglas Jordan
Chief Probation Officer
Northern Judicial Circuit
P.O. Box 293
Elberton, Georgia 30635
404-283-5981

Mr. Anthony Bass
Chief Probation Officer
Piedmont Judicial Circuit
P.O. Box 276
Winder, Georgia 30680
404-867-2118

Mr. Herbert Powell
Chief Probation Officer
Ogeechee Judicial Circuit
P.O. Box 238
Statesboro, Georgia 30458
912-764-9119

Mr. Ross NeSmith
Chief Probation Officer
S. Georgia Judicial Circuit
P.O. Box 342
Camilla, Georgia 31730
912-336-0264

Mr. Robert Turpin
Chief Probation Officer
Rome Judicial Circuit
Floyd County Courthouse, Rm. 2
Rome, Georgia 30161
404-291-0990

Mr. Loren Strickland
Chief Probation Officer
Southwestern Judicial Circuit
P.O. Box 226
Americus, Georgia 31709
912-928-1212

Rev. Edward L. Ellis
Chief Probation Officer
Western Judicial Circuit
P.O. Box 1146
Athens, Georgia 30601
404-546-1000

Mr. Ray Parson
Chief Probation Officer
Tifton Judicial Circuit
P.O. Box 235
Tifton, Georgia 31794
912-386-3392

TRANSITIONAL SERVICES

Transitional Services operates seven community based transitional centers (four male centers and three female centers). These centers house selected inmates who are serving the last four to twelve months of their incarceration. After a one month orientation period, approved residents may seek and obtain full-time employment with the assistance of staff. Two treatment centers, Andromeda and New Horizons, provide a six-month in-house program prior to work release. Once a resident becomes employed, he or she begins to pay the state for room and board at a rate of $5.00 per day. Thus, the residents become productive individuals, contributing to their own upkeep, assisting their families, paying taxes and saving money for their release.

The total bedspace capacity for all the transitional centers at any one time is 488. During FY 81 the centers served 1,576 residents, which represents an increase of almost 200 over the previous year. Residents earned over $1.1 million, paid in excess of $177,000 in taxes, and returned over $281,000 to the state in room and board payments.

As a result of the departmental reorganization which brought the Office of Transitional Services within the Division of Adult Facilities and Programs, transitional centers now experience a much closer working relationship with state and county insitutions.

Transitional Services had two main objectives in FY 81: (1) improving the physical facilities of the centers and (2) streamlining and standardizing center operations. In the area of physical facilities, state funds have been allocated to construct a new center to replace the Atlanta Women's Transitional Center. This will be the first transitional center constructed with state

New Horizons Treatment Center

funds. Construction will be completed and the building occupied in 1982. The development of an inmate maintenance crew for transitional centers to improve physical facilities was also initiated in 1981.

Efforts made to achieve the goal of streamlining and standardizing center operations include refinement of the Transitional Center Operations Manual, the initiation of Adult Facilities & Programs Operation Bulletins, and increased training for center business managers.

TRANSITIONAL CENTERS

ANDROMEDA
Drug and Alcohol Center
for male offenders
Frank G. Willey, Superintendent
Ms. Sybil O'Neal, Business Manager
310 Ponce de Leon Avenue
Atlanta, Georgia 30308
(404) 894-4273 or GIST 222-4273

ATLANTA ADVANCEMENT CENTER
Male Offenders
Mr. James Doctor, Superintendent
Ms. Marguerite Mathis, Business Manager
310 Ponce de Leon Avenue
Atlanta, Georgia 30308
(404) 894-4277 or GIST 222-4277

ATLANTA WOMEN'S TRANSITIONAL CENTER
Mary Lewis, Superintendent
Ms. Bert McCord, Business Manager
277 Moreland Avenue, SE
Atlanta, Georgia 30316
(404) 894-4881 or GIST 222-4881

MACON TRANSITIONAL CENTER
Mary Esposito, Superintendent
Richard Evans, Business Manager
4739 Houston Road
Macon, Georgia 31206
(912) 744-6090 or GIST 321-6090

MACON WOMEN'S TRANSITIONAL CENTER
Ms. Sandra Purvis, Superintendent
Ms. Faye Warren, Business Manager
4738 Houston Road
Macon, Georgia 31206
(912) 744-6225 or GIST 321-6225

NEW HORIZONS TREATMENT CENTER
Specializing in drug and alcohol
abuse for female offenders
Ross Gearinger, Superintendent
Ms. Martha Williams, Business Manager
344 Ponce de Leon Avenue
Atlanta, Georgia 30308
(404) 894-4116 or GIST 222-4116

SAVANNAH TRANSITIONAL CENTER
Mr. Herman Johnson, Superintendent
Ms. Carole Baxter, Business Manager
439 East Broad Street
Savannah, Georgia 31401
(912) 944-2268 or GIST 361-2268

TRANSITIONAL SERVICES STATISTICS

July 1, 1980 - June 30, 1981

	Capacity	Length of Program	No. Residents Served	Gross Earnings	Taxes Collected	Room & Board Collected
Andromeda	66	6 mos.	217	60,638	12,996	16,380
Atlanta Advancement Center	90	4 mos.	308	305,801	43,844	79,830
Atlanta Women's Transitional Center	72	4 mos.	210	111,636	15,575	33,023
Macon Transitional Center	66	4 mos.	246	175,245	26,905	43,530
Macon Women's Transitional Center	54	4 mos.	169	128,583	20,399	37,557
New Horizons	85	12 mos.	199	125,505	17,348	29,240
Savannah Transitional Center	55	4 mos.	227	202,579	40,633	41,710
TOTALS:	488		1576	1,109,987	177,700	281,270

STATE AND COUNTY CORRECTIONAL INSTITUTION SUPERVISION

The functions of the office of State and County Correctional Institutions are to direct and assist institutional and departmental personnel in the operation of the institutions. The administrative office, located in Atlanta is composed of a Supervisor of State Institutions, a Supervisor of County Institutions, and an Assistant State Supervisor of Security. Four Regional Supervisors—two State and two County—for the Northern and Southern geographic regions, are located in field offices in Atlanta, Dublin, and Leesburg.

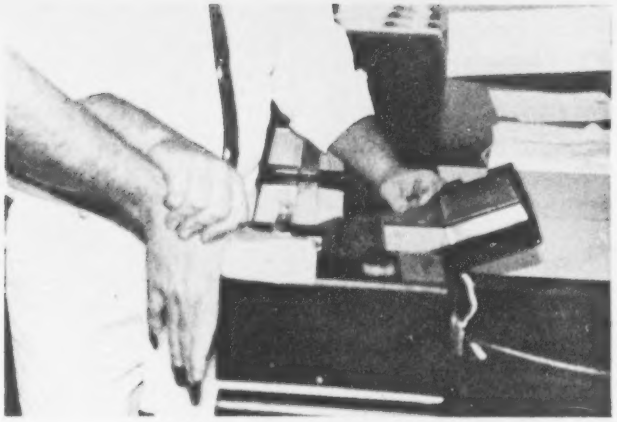
This office works closely with Superintendents and other personnel at correctional facilities issuing and implementing new policies and regulations, resolving problems, and upgrading operational standards. Investigations, inspections, and audits are constantly being performed in all areas to ensure that correctional facilities maintain the highest possible standards including security, safety, care and treatment, health, and sanitation. The Department is assisted by the Department of Human Resources, the Department of Agriculture, and the state Fire Marshall's Office as necessary. Plans are being developed to involve all state institutions in the procedures necessary to have each facility fully accredited by the American Correctional Association. This will require each facility to meet the A.C.A. Standards for Correctional Institutions, which are the highest standards in the United States.

This Department is responsible for the custody and treatment of more than 12,500 state inmates in 20 state and 32 county insitutions. Areas which are constantly being studied and upgraded include custody and security, vocational training, education programs, counseling, religious services, recreation, farm and dairy operations, correctional industries, and the inmate construction program. Five county institutions were closed at the County Commission's requests during FY 81, representing a loss of 275 beds for DOR inmates. They are as follows:

Screven County	10-3-80	50
Pike County	12-10-80	50
Worth County	6-17-81	75
Macon County	7-23-81	60
Grady County	9-24-81	40

DOR operates 20 state correctional institutions with a replacement value of more than $250 million. Institutional populations range from as few as 120 up to as many as 1600.

Governor Busbee at G.S.P. Dedication



Fingerprinting at G.D. & C.C.

Psychological testing, G.D. & C.C.

Construction projects which were underway or completed in FY 81 are itemized in the Engineering/Facilities section of this report.

Diagnostic and Classification

The Georgia Diagnostic and Classification Center (GD&CC), Jackson, is the principle intake and processing unit for male offenders with more than a two-year sentence, including offenders sentenced under the Youthful offender Act. (Inmates under death sentences are classified as "permanent" assignment to the GD&CC; most misdemeanants and offenders with less than two year sentences, are assigned from jail to a state or county correctional institution.) The Women's Unit, Middle Georgia Correctional Complex, provides diagnostic services for female offenders.

Once an offender is received at the GS&CC, he is fingerprinted, photographed, supplied with inmate clothing and given standard hygienic care. After processing, he is assigned to a cell according to his age, crime and previous record.

A physical examination is then given to the inmate by the medical staff, which includes examination by a staff dentist. Any medical disorders are treated immediately or referred to an adequate treatment center in the state.

The next step in processing is an orientation program designed to explain the rules and regulations of the State Board of Offender Rehabilitation, as well as the policies and procedures of that particular institution.

Following orientation, each offender meets with the diagnostic counselor for the purpose of obtaining a complete social history in order to identify any possible extreme behavioral problems such as suicidal tendencies or mental disorders. Referrals can be made to the suicide prevention team or to institutional physicians who may then refer the inmate for psychiatric evaluation.

Sociological testing is the next step. It consists of four separate testing instruments used to evaluate the inmate's present academic standing and personality factors. The testing instruments used in this evaluation are the Culture Fair IQ Test, Wide Range Achievement Test, 16 Personality Factor Tests and the Clinical Analysis Questionnaire. These test results will indicate vocational and educational needs, counseling needs, security requirements, and performance level within specified job areas. Also, the results indicate critical problems such as suicide potential, escape risk, and emotional problems.

With the exception of those inmates to be assigned to Georgia Industrial Institute, the Department of Labor then administers the General Aptitude

Test Battery to determine an individual's educational and vocational potential. Upon completion of the testing program, each offender is interviewed by a counselor from the Department of Labor to further define and evaluate his performance potential in the available vocational and educational programs offered by the various correctional institutions. The evaluations and recommendations of the labor counselor are made a part of the diagnostic summary which is placed in each offender's permanent record. (The Department of Labor provides a separate testing at G.I.I.)

Other information is then gathered from outside sources to help the correctional counselor during the final interview—the FBI report, felony records, and family background material are essential tools in assisting the counselor in making recommendations for the inmate during his incarceration. Before finalizing his report, the correctional counselor holds personal interviews with the inmate for the purpose of detecting behavioral problems and discussing and evaluating educational goals. Upon completion of these interviews, the correctional counselor submits a report which includes a brief criminal history, a social history, drug or alcohol problem, behavioral problem and the interviewer's impression of the inmate.

Once the entire portfolio of information on the inmate is compiled he is ready to be classified by a committee composed of the diagnostic counseling department and the labor counseling department. Each case is then sent to the assignment officer who assigns the inmate to the correctional institutions that best meets his needs.

*A listing of facilities improvements in state and county correctional institutions during FY 81 is available through the Public Affairs Office.

FUNCTIONS

Custody and Security

The Department employs some 2,967 security staff whose responsibilities include the prevention of escapes, damages to property and injuries. Training plays an important role in helping the correctional officer to be effective in his job. Mandatory training is a requirement of all security staff. During the past year, the Staff Development Office provided basic security training to 651 state employees and to 615 employees at the county correctional institutions.

Generally, the state correctional institutions are classified as medium security. Four facilities have sections or cell blocks that are termed as maximum security: Georgia State Prison, Georgia Diagnostic and Classification Center, Georgia Industrial Institute and the Women's Unit. There is one

Female Correctional officer at control panel

Inmate Jaycees at Stone Mountain C.I. pack toys for Christmas distribution.

institution, Youthful Offender Unit, Hardwick, Georgia, which houses offenders under the Youthful Offender Act. This institution, a part of the Middle Georgia Correctional Complex, houses offenders who are 17-24 years of age and are serving indeterminate sentences of up to six years. The Y.O. Unit houses some 800 youthful offenders. Georgia Industrial Institute handles young offenders who are for the most part 19 years of age and under. The Washington Building (Men's Unit) at Middle Georgia Correctional Complex, Hardwick, is designed for aged and infirmed offenders. Female offenders sentenced to the custody of the Department of Offender Rehabilitation are assigned to the Women's Unit of the Middle Georgia Correctional Complex, Hardwick.

REHABILITATION*

To enable offenders to better themselves and to prepare for return to society, the state correctional institutions provide various types of rehabilitation programs with work being a very important ingredient. The basic rehabilitation programs are as follows:

Vocational Training: Entry level skill is provided to many inmates in order to help them develop a means of livelihood other than crime. Vocational training courses include masonry, drafting, automobile mechanics, tire recapping, building trades, woodwork, heating and air conditioning, welding, printing trades, landscaping, plumbing, auto body and fender repair, electronics, radio and television repair, service station management, food service, buliding maintenance, barbering, cosmetology, heavy equipment operation, medical technology, upholstery, business education, and solar technology.

Education Programs: The average inmate functions at the fifth grade level. Inmates are encouraged to upgrade their educational level through literacy remedial classes, basic education classes, GED preparation, college courses, consumer education and educational release. Georgia Industrial Institute, Alto, operates an accredited academic high school, College programs are offered at 15 correctional facilities.

Counseling: Professional counselors provide individual and group counseling services to inmates in such areas as family and personal problems. Counselors also provide a vital information link between the inmate and the opportunities open to him through institutional programs. Some of the specific programs operated by the counseling staff are Alcoholics Anonymous, drug therapy, Barons of Goodwill, Guides to Better Living, Autogenesis, Transactional Analysis and "Operation Get Smart."

Religious Services: Institutional chaplains provide religious services repre-

senting all faiths to inmates. Also, chaplains provide religious counseling and guidance to inmates, family members and employees.

Recreation: Recreational activities provide good physical exercise as well as help to relieve tensions and frustrations. All institutions provide various forms of recreation, which includes sports, table games, arts and crafts, movies and cultural events.

Farm and Dairy Operation: Institutional farm and dairy operations produce more than half the food used in state institutions and community centers. During FY 81, food produced by farm services was valued at $4.4 million.

Correctional Industries: More than 605 inmates are assigned to jobs established through Correctional Industries and work in such areas as wood products, tire recapping, screen shop, printing, chemical plant, mattress upholstery, metal products, concrete plant, garment factory, tag plant and warehouse.

Inmate Construction Program: Some 250 inmates work in this program. During FY 81 some of the programs included security renovations on H house at Georgia Diagnostic and Classification Center, complete renovation of Rivers Building, N and S Wings, Milledgeville, and a maintenance shop was constructed at Central C.I., Macon.

*For detailed information on rehabiltation see Section I, Adult Facilities and Programs Division.

STATE INSTITUTIONS

Central Correctional Institution
P.O. Box 5022
Macon, Georgia 31213
Phone: 912-474-2010
Gist: 321-6203
Superintendent: Ralph Kemp
Deputy Warden Security: Warren Roulain
Deputy Warden Treatment: Arthur B. Gavin
Business Manager: Richard M. Evans
Secretary: Sandra Joiner

Coastal Correctional Institution
P.O. Box 7150
Garden City, Georgia 31408
Phone: 912-964-9330
Gist: 335-9330
Superintendent: John Weldon
Deputy Warden Security: David Thompson
Deputy Warden Treatment: Robert Manville
Business Manager: Rosa H. Thomas
Secretary: Janet Arango

Georgia Diagnostic and Classification Center
P.O. Box 3877
Jackson, Georgia 30233
Phone: 404-775-3161
Gist: 254-6011
Superintendent: Walter Zant
Deputy Warden Security: Kenneth Parrish
Deputy Warden Treatment: Steve Phillips
Business Manager: David Field
Secretary: Pat Phillips

Georgia Industrial Institute
P.O. Box 194
Alto, Georgia 30510
Phone: 404-778-2273
Gist: 243-4264
Superintendent: Gerald Willis
Deputy Warden Security: G. Thomas
Deputy Warden Treatment: Truett Goodwin
Business Manager: Hoyt Hooper
Secretary: Donna A. Wilson

Georgia State Prison
Star Route
Reidsville, Georgia 30453
Phone: 912-557-4301
Gist: 367-4222
Superintendent: Charles Montgomery
Deputy Warden Security:
Deputy Warden Treatment: Barry Gaither
Business Manager: James H. Sekinger
Secretary: Gwen Bass

Georgia Training and Development Center
P.O. Box 252
Buford, Georgia 30518
Phone: 404-945-9546
Gist: None
Superintendent: Grady R. Lewis
Deputy Warden Security: Hugh Brown
Business Manager: Ellean Hodgens
Secretary: Norma Jean Bryant

Lee Correctional Institution
P.O. Box 399
Leesburg, Georgia 31763
Phone: 912-759-6453
Gist: 341-4373
Superintendent: R.S. Boney
Deputy Warden Security: John Harris
Business Manager: LeVan Kennedy
Secretary: Rebecca Gibson

Lowndes Correctional Institution
P.O. Box 310
Valdosta, Georgia 31601
Phone: 912-247-3464
Gist: 343-3464
Superintendent: Jim Wharton
Deputy Warden Security: Elton Harden
Business Manager: Raymond Hall
Secretary: Jayne D. Lyons

Middle Georgia Correctional Institution
P.O. Box 278
Hardwick, Georgia 31034
Phone: 912-453-5201
Gist: 324-5201
Administrator: Ernest Dyal
Business Manager: John Griffin
Secretary: Wanda Haynes

Youthful Offender Unit
P.O. Box 417
Hardwick, Georgia 31034
Phone: 912-453-5375
Gist: 324-5375
Superintendent: Richard Abott
Deputy Warden Security: Don Arnett
Deputy Warden Treatment: John Chapm
Secretary: Emily Wesley

Women's Unit
P.O. Box 218
Hardwick, Georgia 31034
Phone: 912-453-5218
Gist: 324-5218
Superintendent: Floyd James
Deputy Warden Security: John Sloan
Deputy Warden Treatment: Bill Hinton
Secretary: Judy Ivey

Men's Unit
P.O. Box 396
Hardwick, Georgia 31034
Phone: 912-453-5142
Gist: 324-5142
Superintendent: Elie Jones
Deputy Warden Security: Harold Hurley
Deputy Warden Treatment: Tony Layfield
Secretary: Anne Brown

River's Unit
P.O. Box 278
Hardwick, Georgia 31034
Phone: Gist 324-4591
Superintendent: Tom Jones
Deputy Warden Care and Treatment: Vendya Lewis
Deputy Warden Security: Nelson Brinson

Metro Correctional Institution
1301 Constitution Road
Atlanta, Georgia 30316
Phone: 404-624-1411
Superintendent: Paul Ford
Deputy Warden Security: Garrison Parker
Deputy Warden Treatment: Gary Black
Business Manager: Bebe Joyner
Secretary: Donna Thompson

Montgomery Correctional Insitution
P.O. Box 256
Mount Vernon, Georgia 30445
Phone: 912-583-2286
Gist: None
Superintendent: Keith Turner
Deputy Warden Security:
Chief Couselor: Jerry Brazell
Business Manager: Nora Clifton
Secretary: Linda Willock

Putnam Correctional Institution
Forest Street
Eatonton, Georgia 31024
Phone: 404-485-3301
Gist: None
Superintendent: Henry Andrews
Deputy Warden Security: Dappa Smith
Business Manager: William Gunn
Secretary: Vivian W. Humphries

Rutledge Correctional Institution
7175 Manor Road
Columbus, Georgia 31907
Phone: 404-563-9434
Superintendent: Leland Linahan
Deputy Warden Security: Billy Shaw
Deputy Warden Treatment: Curtis K. Scott
Business Manager: William Wargo, Jr.
Secretary: Betty J. Dickens

Stone Mountain Correctional Institution
5500 Venable Street
Stone Mountain, Georgia 30083
Phone: 404-469-1406
Superintendent: Ira Kelso
Deputy Warden Security: Bob Townsend
Business Manager: Martha Abercrombie
Secretary: Mary Gower

Walker Correctional Institution
P.O. Box 98
Rock Springs, Georgia 30739
Phone: 404-764-1926
Gist: NONE
Superintendent: Doug Williams
Deputy Warden: Steve Benton
Business Manager: Larry Gilliland
Secretary: Jan Wilborn

Ware Correctional Institution
P.O. Box 99
Waycross, Georgia 31501
Phone: 912-285-6095
Gist: 368-6095
Superintendent: Tommy Wallace
Deputy Warden Security: W.W. Courson
Business Manager: W.J. Moore
Secretary: Julie Eyles

Wayne Correctional Institution
Route 1, Box 264
Odum, Georgia 31555
Phone: 912-586-2244
Gist: NONE
Superintendent: Calvin Green
Deputy Warden Security: James Bishop
Business Manager: Henry DuRant
Secretary: Margaret Sellers

COUNTY INSTITUTIONS

Bulloch County Correctional Institution
P.O. Box 1085
Statesboro, Georgia 30458
Phone: 912-764-3914
Warden: Ralph G. Hendrix
Deputy Warden Treatment: John Roger Aikens
Business Manager: Andrew Lester Sharpe
Counselor: Andrew Lester Sharpe

Calhoun County Correctional Institution
P.O. Box 147
Morgan, Georgia 31766
Phone: 912-849-2540
Warden: Calvin W. Schram
Deputy Warden: Curtis Dukes
Business Manager/Secretary: Charlene Clark
Counselor: W. Freddie Carlisle

Carroll County Correctional Institution
P.O. Box 338
Carrollton, Georgia 30117
Phone: 404-832-3939
Warden: J. Aubrey Allen
Deputy Warden: W.J. Robinson/Tommy Payn
Secretary: Dewell Moon
Business Manager: Lance Stied
Counselor: Howard B. Buchanan

Clarke County Correctional Institution
Lexington Road
Athens, Georgia 30610
Phone: 404-546-8330
Warden: Charles E. Greenway (Ed)
Deputy Warden: John R. Kilpatrick
Business Manager/Secretary: Gale McCain
Counselor: Greg O'Neal

Colquitt County Correctional Institution
P.O. Box 339
Moultrie, Georgia 31768
Phone: 912-985-3331
Warden: Leland R. Dampier
Deputy Warden: Walter Dean
Business Manager/Secretary: Myrtle T. Goff
Counselor: Michael Del Prete

Columbus County Correctional Institution
3950 Schatulga Road
Columbus, Georgia 31907
Phone: 404-561-3220
Warden: Robert E. Reed
Deputy Warden Security: Willard W. Ivey
Deputy Warden Treatment: Gary Hudgins
Business Manager: Fred C. Soto
Counselor: Frances Ronquist C.O. II

Coweta County Correctional Institution
1 County Drive
Newnan, Georgia 30263
Phone: 404-253-0794
Warden: James Wendell Whitlock
Deputy Warden: James A. Houston
Business Manager/Secretary: Nancy D. Pye
Counselor: Mr./Mrs. Phil Todd

Decatur County Correctional Institution
P.O. Box 1218
Bainbridge, Georgia 31717
Phone: 912-246-1694
Warden: Wayne Holt
Deputy Warden: Donnie Cleveland
Counselor: David Parrish

Effingham County Correctional Institution
Springfield, Georgia 31329
Phone: 912-754-6071
Warden: Louis Davis, Jr.
Deputy Warden: Michael Newton
Business Manager: Neal Malphus
Counselor: Neal Malphus

Floyd County Correctional Institution
Route #3, Black's Bluff Road
Rome, Georgia 30161
Phone: 404-234-7549
Warden: J.W. Scott
Deputy Warden: Glenn Baker
Business Manager/Secretary: Anne Swann
Counselor: Anne Swann

Fulton County Correctional Institution
Alpharetta: 410 S. Main Street
Atlanta, Georgia 30318
Phone: 404-475-5222
Deputy Warden: W.C. Austin, Jr.
Bellwood: 1101 Jefferson Street, N.W.
Atlanta, Georgia 30318
Phone: 404-875-6454
Office Manager: Leo S. Morris
Stonewall: 4601 Stonewall-Tell Road
College Park, Georgia 30349
Phone: 404-964-7686
Deputy Warden: H.L. Loyd
Warden: E.S. Garmon
Phone: 404-876-6220
Counselor: Hugh D. Cook
Phone: 404-872-1406

Gilmer County Correctional Institution
Ellijay, Georgia 30540
Phone: 404-635-4583
Warden: H.T. James, Jr.
Deputy Warden: Dorsey Parks
Records Manager: Harold W. Porter
Secretary/Counselor: Charles M. Milton

Gwinnett County Correctional Institution
P.O. Box 47
Lawrenceville, Georgia 30245
Phone: 404-962-1497
Warden: Gary T. Lancaster
Business Manager: William Cantrell
Counselor: Eddie Majors
Deputy Warden: Loy Swanson

Hall County Correctional Institution
Route #3, Box 110A
Gainesville, Georgia 30510
Phone: 404-536-3672
Warden: Benjiman Reggie Forrester
Deputy Warden: W.I. Capps (Acting)
Business Manager: Telford R. Oliver, Sr.
Counselor: C. James Ransom

Harris County Correctional Institution
Route 2
Hamilton, Georgia 31811
Phone: 404-628-4959
Warden: Jimmy Evans
Deputy Warden: Jimmy Shumake
Records Management: J.D. Jackson
Business Manager: Normon Blackstone
Counselor: James Bolick
Secretary: Loretta Oliver

Hart County Correctional Institution
P.O. Box 748
Hartwell, Georgia 30643
Phone: 404-376-2377
Warden: John S. Teasley
Deputy Warden: Frank O. Teasley
Records Manager: Patsy Bartlett
Secretary: Patsy Bartlett
Counselor: Patsy Bartlett

Houston County Correctional Institution
Kings Chapel Road
Perry, Georgia 31069
Phone: 912-987-1477
Warden: Allen Stone
Deputy Warden: Ray Wheelus
Business Manager: Larry Fairchild
Counselor: Dewey Whiddon
Secretary: Nancy Smith

Jackson County Correctional Institution
Route #3
Jefferson, Georgia 30549
Phone: 404-367-5287
Warden: Ray Shapland
Business Manager: Elaine Watson
Secretary: Elaine Watson
Counselor: Donny Yates

Jasper County Correctional Institution
Route 1, Box 2
Monticello, Georgia 31964
Phone: 404-468-6112
Warden: John E. Voyles
Deputy Warden: Jack Shirley
Business Manager/Secretary: Jewell Gilbert
Counselor: Jewell Gilbert

Jefferson County Correctional Institution
Route 1, Box 9
Louisville, Georgia 30434
Phone: 912-625-7230
Warden: George T. Smith
Deputy Warden: M.D. Cofer
Business Manager: S.M. McNeely
Secretary: Peggy S. Davis
Counselor: Joseph M. Brantley

Meriwether County Correctional Institution
Route 3, Box 3
Greenville, Georgia 30222
Phone: 404-672-4433
Warden: Fred Smith
Deputy Warden: J.G. Crews
Business Manager: Billy Cochran
Secretary: Madge Gibson
Counselor: Kenneth Dobbs

Mitchell County Correctional Institution
P.O. Box 191
Camilla, Georgia 31730
Phone: 912-336-5691
Warden: Joel T. Faircloth
Deputy Warden: Bruce Shiver
Records Manager/Secretary: Shelia Thornton
Counselor: Jackie Allen

Morgan County Correctional Institution
P.O. Box 88
Madison, Georgia 30650
Phone: 404-342-0821
Warden: Otis L. Johnson
Deputy Warden: Carl Grant
Business Manager/Secretary: John Moody
Counselor: John Moody

Randolph County Correctional Institution
Route 3, Box 70B
Cuthbert, Georgia 31740
Phone: 912-732-2721
Warden: Hoyt Lumpkin
Deputy Warden:
Business Manager: Tommy Polland
Counselor: Tommy Pollard

Richmond County Correctional Institution
P.O. Box 5259
Augusta, Georgia 31906
Phone: 404-798-5572
Warden: James A. Price
Deputy Warden: Michael D. Greene
Business Manager: Lawrence Lavarnway
Secretary: Terri Knight
Counselor: Robert Leverett

Spalding County Correctional Institution
Route 9, Box 1515
Griffin, Georgia 30223
Phone: 404-228-9900 ext. 270, 271
Warden: Bobby R. York
Deputy Warden: Bruce Redding
Business Manager: Tommy York
Secretary: Cynthia Payne
Counselor: Thomas Lane

Stewart County Correctional Institution
P.O. Box 157
Lumpkin, Georgia 31815
Phone: 912-838-4385
Warden: Ronald Pitts
Deputy Warden: Johnny Hardy
Records Manager: Jimmy Babb
Secretary/Counselor: Jimmy Babb

Sumter County Correctional Institution
P.O. Box 484
Americus, Georgia 31709
Phone: 912-924-6066
Warden: James W. McClung
Deputy Warden: Cecil Lee
Business Manager/Secretary: Chuck H. Andrews
Counselor: Albert Nelson

Terrell County Correctional Institution
Route 5, Box 38
Dawson, Georgia 31742
Phone: 912-995-5381
Warden: James Kilgore
Deputy Warden: Johnny Waller
Business Manager: Charlie Sanders
Secretary: Mary E. Coleman
Counselor: Allan Clark

Thomas County Correctional Institution
Route 1, Box 302
Thomasville, Georgia 31792
Phone: 912-226-4389
Warden: Robert Geer
Deputy Warden:
Business Manager/Secretary: Cathy Herndon
Counselor: Phillip Ward

Troup County Correctional Institution
Route 1
Hamilton Road
LaGrange, Georgia 30240
Phone: 404-882-8158
Warden: Billy J. Ledford
Deputy Warden: James Glenn
Business Manager/Secretary: Cathy Herndon
Counselor: James Baker

Upson County Correctional Institution
Route 1, Box 597
Thomaston, Georgia 30286
Phone: 404-647-7452
Warden: W.R. Cochran
Deputy Warden: Hughlette Salter
Business Manager: Hudon Cochran
Counselor: Troy Hawkins

EMPLOYEE OF THE YEAR AWARDS

The recipients of the 1981 Employee of the Year Awards, sponsored by the Public Affairs Office, were selected by a panel of distinguished Georgians: First Lady Mary Beth Busbee; Senator Joseph Kennedy, Chairman of the Senate Offender Rehabilitaion Committee; Representative Forest Hays, Jr., Chairman of the House Penal Affairs Sub-Committee; Mrs. Bettye Hutchings, Chairman of the Criminal Justice Coordinating Council; and Mr. John Jeffreys, Institute of Government, University of Georgia.

The recipients, honored at a banquet on November 9, are as follows:

BOBBY K. WHITWORTH
DIRECTOR, FOOD AND FARM SERVICES
COMMISSIONER'S AWARD
DOR EMPLOYEE OF THE YEAR

BOBBY K. WHITWORTH, Director of Food and Farm Services, has been employed by DOR since 1973. He has implemented a sweeping expansion of farm production and facilities since that time.

In citing Whitworth for the award, the judges noted particularly that Whitworth now oversees a program which furnishes 58% of daily food production at a cost of $1.76 per inmate per day for some 9,500 inmates, an annual $1.2 million savings to the State of Georgia in marketing costs. DOR's total food and farm budget for 1982 is in excess of $12 million. Whitworth's program represents "the ultimate" such program among correctional systems in the country.

Prior to joining DOR, Whitworth served with the Hart County Department of Agriculture and was County Executive Director for the U.S.D.A. in Cherokee County. He holds a B.B.A. Degree from the University of Georgia.

JOHN LEWIS WELDON
COASTAL CORRECTIONAL INSTITUTION
WARDEN OF THE YEAR

JOHN LEWIS WELDON, Superintendent at the Coastal Correctional Institution, Savannah, has been with DOR since 1969. He began his career as a correctional officer at the Georgia Diagnostic and Classification Center, Jackson, where he received promotions through the ranks as Deputy Warden. He served as Acting Warden at the GD & CC before his transfer to Lowndes Correctional Institution, Valdosta, as Warden.

In citing Weldon for the award, the judges noted particularly that during

his service at Lowndes, his dedication as an employee, his concern for security and employee/inmate morale, and his personal convictions about rehabilitation created an atmosphere which resulted in high morale for the institution.

Prior to his employment with DOR, Weldon served 22 years in the Georgia Army National Guard, and also served as a Deputy Sheriff in Butts County. He holds a B.A. Degree in Criminal Justice from Valdosta State College.

ROSS T. GEARINGER
NEW HORIZONS TREATMENT CENTER
COMMUNITY CENTER DIRECTOR OF THE YEAR

ROSS T. GEARINGER, Superintendent of New Horizons Treatment Center, Atlanta, has been employed with DOR since 1975.

In citing Gearinger for the award, the judges noted that as Superintendent of the Andromeda Drug Treatment Center, Gearinger's innovations dramatically changed the impact of the Center's program. As Superintendent of the Atlanta Women's Transitional Center, he introduced program changes which redirected the Center's program.

Gearinger holds a B.S. Degree in sociology from East Tennessee State University, Johnson City, Tennessee, and an M.A. Degree in Criminal Justice from Sam Houston State University, Huntsville, Texas.

JAMES E. HARBIN
BLUE RIDGE JUDICIAL CIRCUIT
PROBATION OFFICER OF THE YEAR

JAMES E. HARBIN, Chief Probation Officer, Blue Ridge Judicial Circuit, joined DOR in 1972 as a Probation Supervisor. He earned his way through the ranks and was elevated to his current post in January, 1979.

In citing Harbin for the award, the judges noted specifically his contributions to special projects which helped to enhance probation services. These include his work on the Probation Procedures Committee, Case Management Task Force and the North Georgia Mental Health Executive Citizens' Advisory Council. Harbin is now President-Elect of the Georgia Probation Association.

Harbin received his B.A. Degree in Journalism and his M. Ed. Degree in Rehabilitation Counseling from Georgia State University.

KENNETH G. PARRISH
GEORGIA DIAGNOSTIC AND CLASSIFICATION CENTER
DEPUTY WARDEN OF THE YEAR

KENNETH G. PARRISH, Deputy Superintendent/Security at the GD & CC, came to DOR in November, 1968, and was assigned to the new GD & CC as a Correctional Officer II. Within a year he was promoted to Lieutenant.

In citing Parrish for the award, the judges noted that his outstanding job performance and leadership capabilities saw him rapidly promoted up through the ranks. In 1979, he became a Correctional Institution Manager II, and has served as Assistant Superintendent of Security since that time.

Prior to his employment with DOR, Parrish served in the U.S. Army for 20 years. He has an A.A. Degree in Criminal Justice from Gordon Junior College, Barnesville, and a B.A. Degree in Criminal Justice from Tift College, Forsyth, Georgia.

BOBBY O. GILES, LIEUTENANT
MIDDLE GEORGIA CORRECTIONAL
INSTITUTION—Y.O.U.
SECURITY SUPERVISOR OF THE YEAR

BOBBY O. GILES, Correctional Lieutenant, Youthful Offender Unit, has been with DOR since 1975 when he was assigned to the Kemper Building, where he was responsible for 290 inmates and 12 correctional officers.

Giles was cited for his capabilities in establishing security procedures. Giles established security procedures for the Kemper Building and now serves at the Holly Building where he also developed security procedures and is responsible for 490 inmates and 18 officers.

Prior to coming to DOR Giles served with the U.S. Navy from 1953-1974, having served as a Naval Investigator for 10 of those years.

FRED RICHARDSON, CORRECTIONAL OFFICER II
AUGUSTA DIVERSION CENTER
CORRECTIONAL OFFICER OF THE YEAR

FRED RICHARDSON, Correctional Officer II, joined DOR in 1975, and was assigned to the Augusta Diversion Center when it opened that year.

In citing Richardson for the award, the judges noted not only his ability as a correctional officer, but his service as a counselor and his dedication to accomplishing the center's goals.

Prior to joining DOR, Richardson served 20 years in the U.S. Army in both

Korea and Vietnam where he supervised training, supplies, purchasing, dispatching and also served as an instructor.

FRANCES A. DRUMMOND
SECRETARY TO THE COMMISSIONER
DIVISION ADMINISTRATION EMPLOYEE OF THE YEAR

MRS. FRANCES A. DRUMMOND, Secretary to the Commissioner, has been employed with DOR since 1976. Prior to that date she served as Secretary in the State Department of Family and Children's Services, then as Administrative Secretary to the Commissioner, D.H.R., then served the Deputy Commissioner in the same capacity.

In citing Mrs. Drummond for the award, the judges noted particularly her dedication, loyalty and tireless efforts in behalf of DOR which were recognized in a 1980 Resolution passed by the State Board of Offender Rehabilitation.

JAMES M. FLETCHER
MIDDLE GEORGIA CORRECTIONAL COMPLEX—Y.O.U.
TREATMENT SERVICE EMPLOYEE OF THE YEAR

JAMES M. FLETCHER, Chief Counselor at the Youthful Offender Unit, has been with DOR since 1977. Prior to that date, he served as a Social Worker Technician II for DHR, Youth Development Center, Milledgeville.

In citing Fletcher for the award, the judges noted his work in planning, implementing, and evaluating a statewide program for developing new concepts in corrections. He helped establish a successful inmate self-government program and has worked to establish a much needed disciplinary dormitory.

Fletcher has served as Counselor, member of the Crisis Intervention Team, Acting Chief Counselor and Acting Facility Manager. He has a B.S. Degree in sociology from Georgia College, Milledgeville.

LOUISE P. CLIFTON
ADMINISTRATIVE ASSISTANT TO THE WARDEN, G.S.P.
FIELD ADMINISTRATION EMPLOYEE OF THE YEAR

MRS. LOUISE P. CLIFTON, Administrative Assistant to the Warden, Georgia State Prison, has been employed with DOR since 1968. She has built her career on the routinely consistent and exemplary performance of her duties.

In citing Mrs. Clifton for the award, the judges noted that she has moved from an entry level secretarial position to that of the highest (non-

supervisory) administrative position at any DOR facility in the state on the merit of her work performance alone.

MS KATIE S. MARCUS
SENIOR FOOD SERVICE SUPERVISOR—
ROME DIVERSION CENTER
SUPPORT SERVICES EMPLOYEE OF THE YEAR

MS. KATIE MARCUS, Senior Food Service Supervisor, Rome Diversion Center, joined DOR in 1978. Prior to joining DOR, she served 28 years in the food service field with DHR.

In citing Ms. Marcus for the award, the judges noted particularly her total dedication to the job. Even during severe ice storms, with light and heat outages, Ms. Marcus has managed to serve hot meals to the 40 residents at the community probation center.

ADMISSIONS TO PRISON FY 81

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Total
From Courts	502	514	507	514	459	528	451	451	738	717	594	571	6546
Parole Revocations	43	52	63	63	69	65	62	64	62	65	56	46	710
Prob. Revocations (Part)	127	141	147	143	109	124	114	149	231	209	178	145	1817
Prob. (Revocations (Total)	12	16	13	5	7	7	21	10	11	11	4	10	127
Other	1	2	2	3	2	3	3	2	3	2	4	4	31
Total	685	725	732	728	646	727	651	676	1045	1004	836	776	9231

Source: Inmate Data Base, Statistical Unit, Office of Research and Evaluation, Georgia DOR, December 8, 1981

DEPARTURES FROM PRISON FY 81

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Total
Sentence Expired	192	230	168	179	154	156	145	180	197	134	144	131	2010
Commuted by Parole	1	2	2	2	0	1	0	0	971	391	291	344	2005
Parole	334	252	136	184	191	221	162	208	178	258	154	110	2388
Normal Death	6	2	3	2	2	4	0	4	0	1	2	0	26
Amended to Probation	0	0	3	5	1	5	1	4	1	1	1	1	23
Out to Court	2	2	0	5	5	4	0	1	6	3	5	6	39
Non-Custody	1	2	3	1	0	0	0	0	0	0	0	0	7
Special Reprieve	294	351	156	174	208	177	101	91	96	4	0	0	1652
Commuted by Court	7	6	6	3	10	10	4	10	4	5	10	9	84
YO Conditional Release	40	30	48	32	57	69	37	54	68	70	55	44	604
Conditional Transfer	11	16	1	5	8	8	10	8	5	3	3	2	80
Remitted to Probation by Parole	2	5	3	8	1	3	2	3	3	6	1	4	41
Sentence Overturned While Out to Court	0	17	0	0	1	0	7	7	0	0	0	0	32
Conditional Release by Parole Board	0	0	0	1	1	0	0	0	0	0	0	0	2
Paid Fine-was Released	0	0	0	1	0	0	0	0	0	0	0	0	1
Total	895	923	533	603	645	661	475	573	1531	880	674	658	9051

Source: Inmate Data Base, Statistical Unit, Office of Research and Evaluation, Georgia DOR, December 8, 1981

ESCAPES/APPREHENSIONS FY 81

	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	Total
Escaped	45	52	30	35	24	38	26	28	24	27	51	38	418
Apprehended	37	31	33	33	30	40	25	32	30	24	49	53	417

Source: Offender Administration Escape Reports, Statistical Unit, Office of Research and Evaluation, Georgia DOR, December 10, 1981

*Since there can be up to two behavior codes per inmate, the total number of cases, both reported and not reported, may exceed 133,341. In short, behavior problems, not inmates, are counted.

PROFILE OF STATE OFFENDER

June, 1981

TOTAL STATE PRISON POPULATION	12,352
TOTAL BACK-UP POPULATION IN COUNTY JAILS	989
TOTAL D.O.R. ACCOUNTABLE POPULATION	13,341
WHITE	
Male	5,309
Female	262
NON-WHITE	
Male	7,420
Female	350
MISDEMEANORS	
Male	213
Female	260
AVERAGE AGE	28.86
I.Q.	
Less than 70	703
70 and up	7,254
Not Reported	5,384
Average I.Q.	96.63
SOCIOECONOMIC CLASS	
Welfare	1,544
Occasionally Employed	23
Minimum Standard	7,590
Middle Class	1,100
Not Reported	3,084
ENVIRONMENT TO AGE 16	
Rural (farm)	1,054
Rural (non-farm)	704
Large Cities	3,430
Small Cities	2,490
Small towns	2,633
Not Reported	3,030
LIVING ARRANGEMENTS PRIOR TO APPREHENSION	
Living Alone	1,261
Living With Spouse	3,175
Illicit Relationship	686

Living With Same Sex	288
No Home	5
Inmate Institution	102
With Another Family	789
With Parents	4,038
Other	68
Not Reported	2,929

SELF REPORTED EDUCATION LEVEL

Less than Grade 7	991
Grade 7	717
Grade 8	1,504
Grade 9	1,877
Grade 10	1,879
Grade 11	1,194
Grade 12	2,354
More than Grade 12	480
Not Reported	2,345

FUNCTIONAL EDUCATION LEVEL (WRAT)

Untestable	1
Less than Grade 6	5,698
Grade 6 through 8	2,814
Grade 9	348
Grade 10	191
Grade 11	100
Grade 12	50
More than Grade 12	52
Not Reported	4,087

NUMBER OF SENTENCES

One	7,742
Two	2,991
Three	1,202
Four	591
Five	331
More than Five	484

EMPLOYMENT STATUS AT APPREHENSION

Employed Full Time	5,468
Employed Part Time	852
Unemployed Recently	1,823
Unemployed Long Time	1,443
Never Worked	81

Student	220
Incapable of Work	198
Not Reported	3,253

MARITAL STATUS

Single, Never Married	5,245
Married	2,550
Separated	659
Divorced (Not Remarried)	1,034
Widowed	247
Common Law Marriage	1,328
Not Reported	2,278

NUMBER CHILDREN

No Children	529
One Child	1,819
Two Children	1,141
Three Children	599
Four Children	330
Five Children	154
More than Five	184
Not Reported	8,585

RELIGIOUS AFFILIATION

Islam (Muslim)	257
Catholic	376
Baptist	7,077
Methodist	520
Episcopalian	26
Presbyterian	50
Church of God	185
Holiness	507
Other Religions	532
Jewish	6
Not Reported	3,805

FAMILY BEHAVIOR PATTERNS*

Criminality	1,680
Alcoholism	554
Drug Abuse	27
Domineering	62
Migrant	58
Frequent Beatings	49
Grossly Permissive	157

Father Absent	2,574
Mother Absent	240
Not Reported	8,191

SECURITY STATUS

Release (Work, Drug)	178
Trusty	1,201
Minimum Supervision	1,976
Medium Supervision	4,461
Close Supervision	3,485
Maximum Supervision	136
Incomplete Diagnosis	1,904

GUARDIAN STATUS TO AGE 16

Orphanage	56
Father Only Head	288
Father With Mother Head	32
Mother Only Head	2,815
Mother With Father Head	5,679
Other Female	252
Other Male	28
Step Parents	171
Foster Home	193
Grandparents	710
Not Reported	3,117

CRIME TYPE

Violent Personal	6,945
Non-Violent Personal	99
Property	5,051
Drug Sales	347
Drug Possession	350
Victimless	30
Other	519

CRIMES BY GROUP

Homicide	2,149
Bodily Injury	896
Arson	59
Damage of Property	31
Burglary	3,407
Forgery	328
Theft	1,088
Robbery	3,015

Sexual Offenses	889
Falsifications	4
Obstruction of Law	48
Disorderly Conduct	4
Gambling	4
Cruelty to Children	29
Crimes: With Guns	29
Invasion of Privacy	4
Drug Abuse Offenses	668
Misdemeanors	260

MOST FREQUENT FELONIES

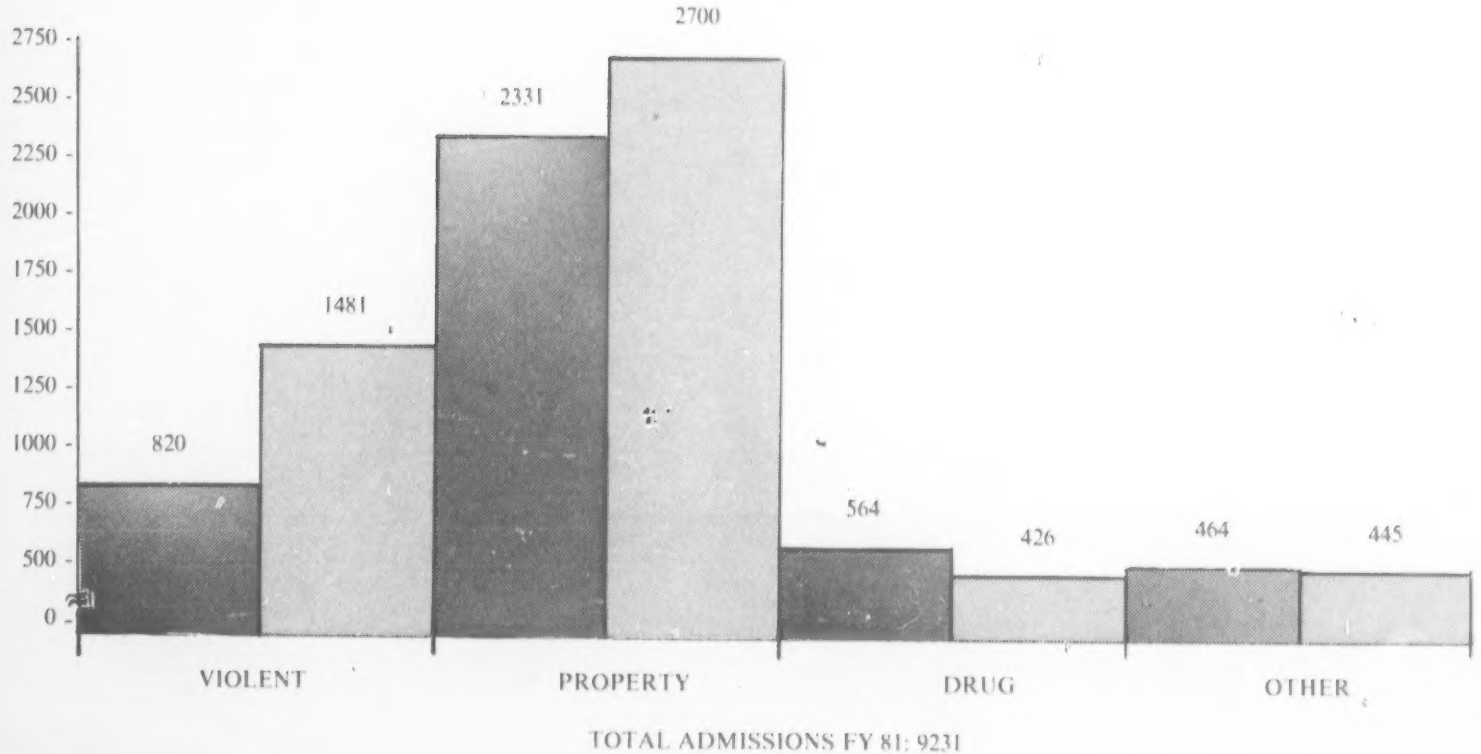
Burglary	3,347
Armed Robbery	2,021
Murder	1,328
Robbery	918
Voluntary Manslaughter	745
Rape	611
Theft-by-Taking	491
Aggravated Assault	574
Motor Vehicle Theft	326
Forgery, First Degree	328
Criminal Attempt	411
Kidnapping	233
Sale, Distribution of Marijuana	139
Theft, Stolen Property	182

MOST FREQUENT MISDEMEANORS

Abandonment	22
Theft-by-Taking	36
Driving Under the Influence	13
Shop Lifting	24
Bad Checks	23
Criminal Trespassing	9
Sodomy	6

*Since there can be up to two behavior codes per inmate, the total number of cases, both reported and not reported, may exceed 13,341. In short, behavior problems, not inmates, are counted.

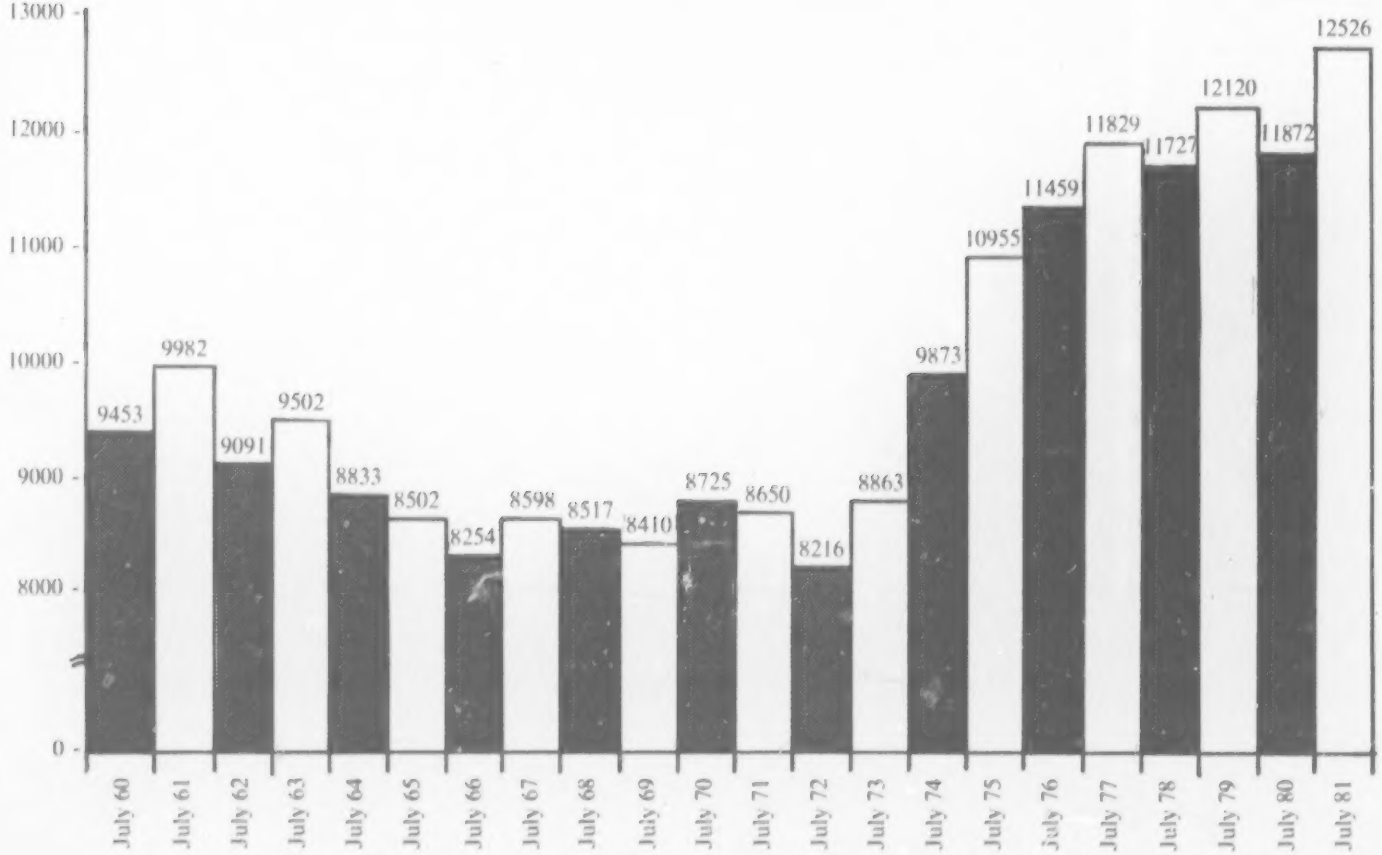
NEW ADMISSIONS FY 81 BY CRIME AND RACE



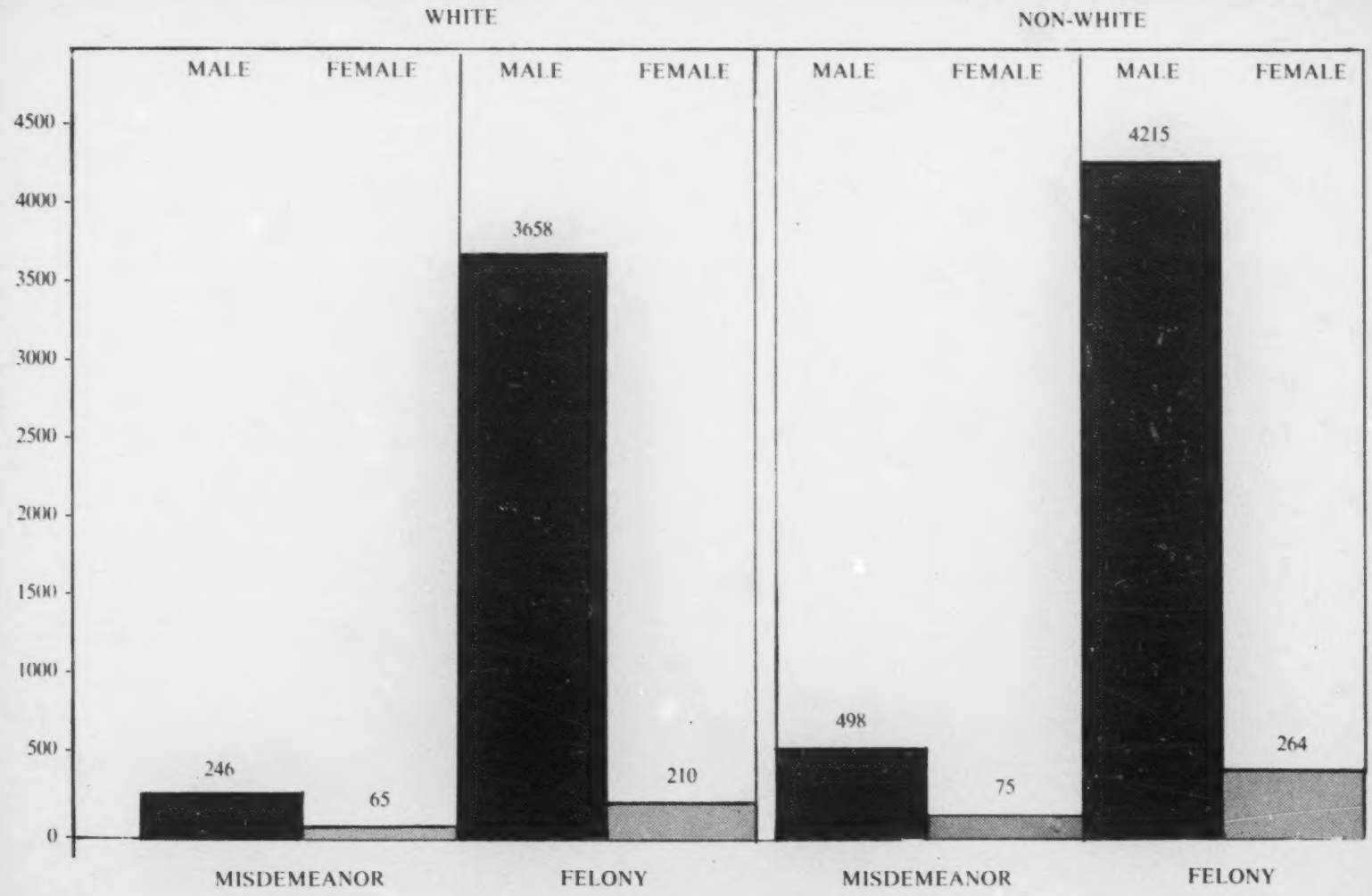
TOTAL ADMISSIONS FY 81: 9231

Source Inmate Data Base
Stat Unit
Office of Research
& evaluation
GA DOR
12/8/81

PRISON POPULATION FROM 1960 - 1981
FROM MONTHLY HEADCOUNT EXCLUDING JAIL & CENTRAL STATE HOSPITAL

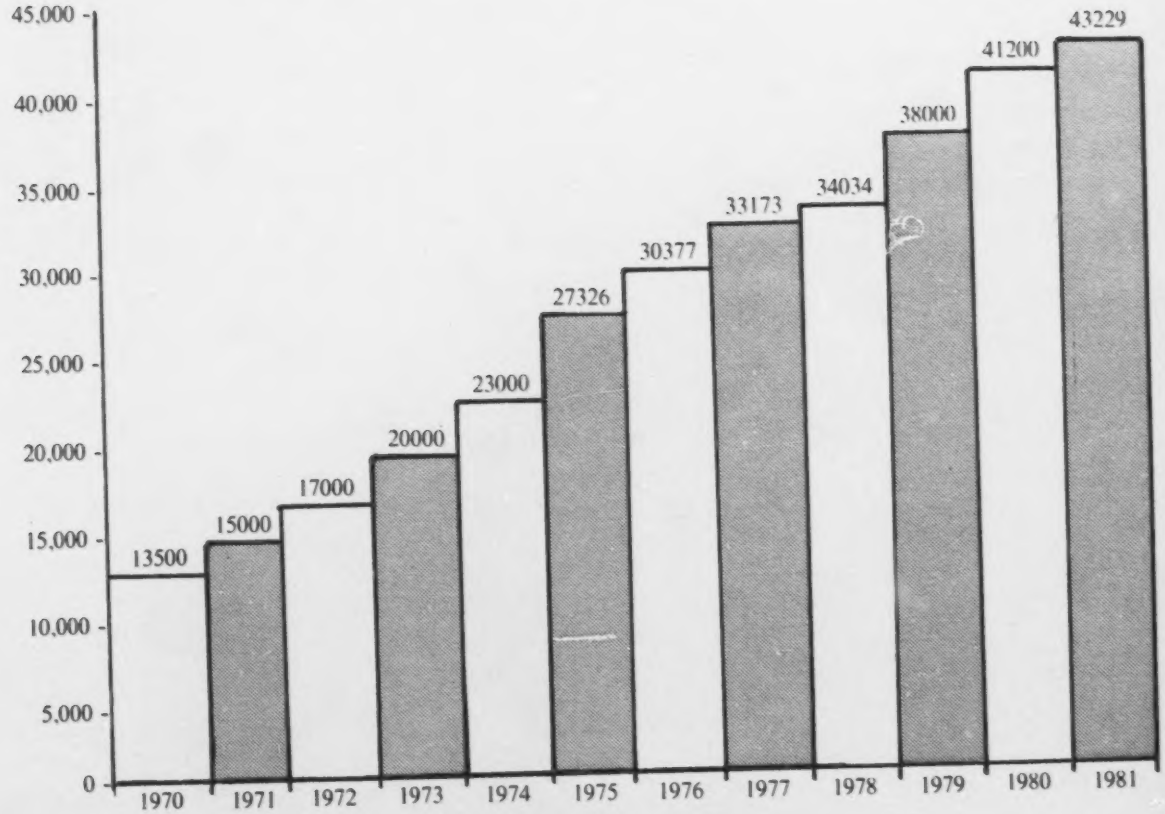


Source: Offender Administration
Trend Books
Stat Unit
Office of Research & Evaluation
GA DOR
12-8-81



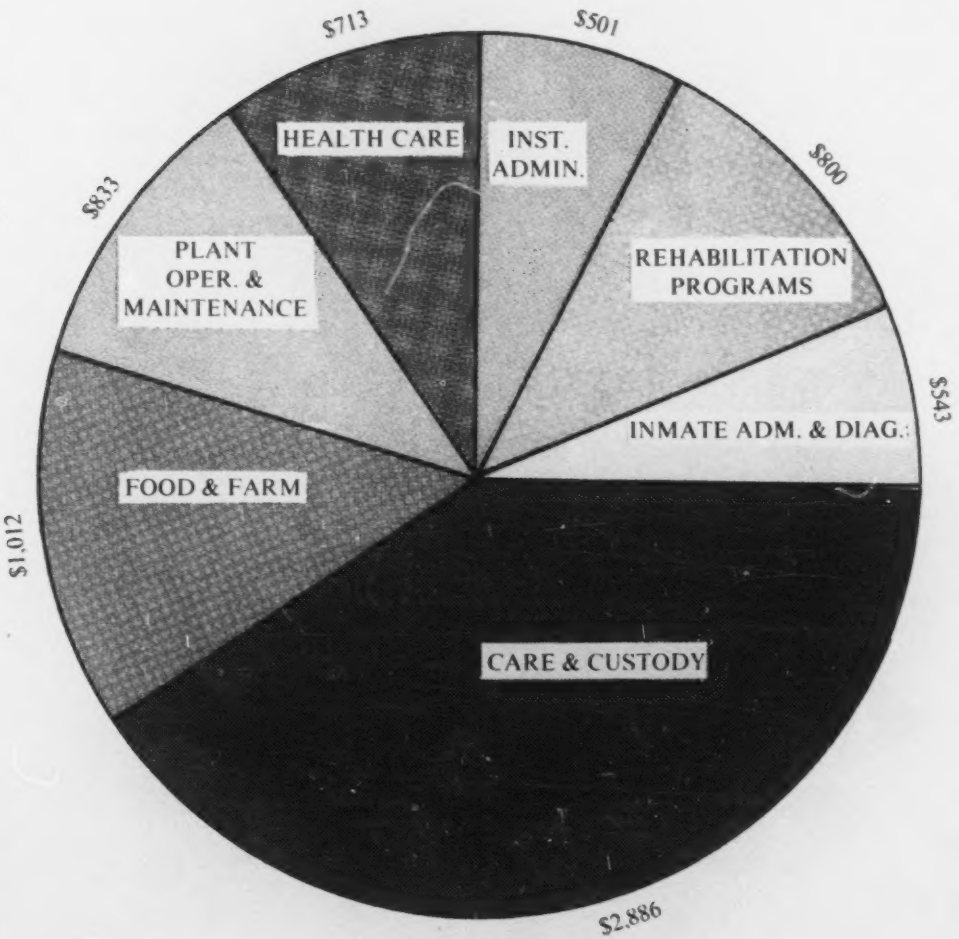
TOTAL ADMISSIONS FY 81: 9231

Source: Inmate Data Base
Stat Unit
Office of Research
& Evaluation
GA DOR
12/8/81



YEARLY TOTALS OF GEORGIA PROBATIONERS

FY 81 ACTUAL PROGRAMMATIC COSTS PER INMATE



TOTAL—$7,288/ per inmate

CORRECTIONAL INSTITUTIONS

Number of Inmate Days and Average Daily Cost

FY 81

Name of Institution	Average Inmate Count	Inmate Days	*Total Expenditures (Excluding Capital Outlay & A L R)	*Total Ct. Per Inmate/Day (Excluding Capital Outlay & A L R)
Central C.I.	549	200,385	$ 3,313,693	$16.54
Coastal C.I.	428	156,220	3,258,232	20.86
G.D. & C.C.	1,031	376,315	7,014,664	18.64
G.I.I.	1,061	387,265	8,094,053	20.90
G.S.P.	1,866	681,090	15,968,993	23.45
G.T. & D.C.	232	84,680	1,735,018	16.24
Lee C.I.	314	114,610	2,466,874	21.52
Lowndes C.I.	138	50,370	1,128,625	22.41
Metro C.I.	391	142,715	2,788,651	19.54
Middle Ga. C.I.				
Youthful Offender Unit	759	277,035	6,198,024	22.37
Men's Unit	495	180,675	3,463,835	19.17
Women's Unit	391	142,715	2,782,009	19.49
Montgomery C.I.	324	118,260	1,739,988	14.71
Putnam C.I.	100	36,500	844,164	23.13
Rutledge C.I.	571	208,415	3,289,041	15.78
Stone Mountain C.I.	209	76,285	1,223,579	16.04
Walker C.I.	321	117,165	1,776,153	15.16
Ware C.I.	122	44,530	945,568	21.23
Wayne C.I.	197	71,905	1,199,271	16.28
Totals and Averages	9,499	3,467,135	$69,230,435	$19.97

**The above analysis reflects all institutional costs, including the Food and Health Care Programs, and share of Central Funds, i.e., Inmate Release Fund and court costs. In prior years, the Food, Health Program and Central Funds were not included. This report does not include Capital Outlay, A.L.R., and Central Office overhead.*

DEPARTMENT OF OFFENDER REHABILITATION
BUDGET FUNDS
STATEMENT OF REVENUES AND EXPENDITURES
YEAR ENDED JUNE 30, 1981

Expenditures	"A" Department Of Offender Rehabilitation	"B" Board Of Pardons And Paroles	Total
PERSONAL SERVICES			
Salaries and Wages	$ 49,885,378.71	$ 3,324,006.25	$ 53,209,384.96
Employer's Contributions for:			
F.I.C.A.	3,152,473.69	206,945.65	3,359,419.34
Retirement	$ 6,210,800.32	416,305.32	6,627,105.64
Health Insurance	2,409,430.75	159,932.78	2,569,363.53
Personal Liability Insurance	34,981.00	1,212.00	36,193.00
	$ 61,693,064.47	$ 4,108,402.00	$ 65,801,466.47
REGULAR OPERATING EXPENSES			
Motor Vehicle Expenses	$ 1,104,157.91	$ 2,803.75	$ 1,106,961.66
Supplies and Materials	10,814,879.53	45,809.43	10,860,688.96
Repairs and Maintenance	353,700.41	10,101.27	363,801.68
Power, Water and Natural Gas		7,511.84	7,511.84
Rents (Other Than Real Estate)	210,527.92	22,580.20	233,108.12
Insurance and Bonding	87,588.00	2,800.00	90,388.00
Direct Benefits - Medical Care and Public Assistance	4,772.77		4,772.77
Tuition and Scholarships	22,335.41		22,335.41
Assessments by Merit System	332,402.93	18,479.52	350,882.45
Other Operating Expenses (See Schedule)	107,140.53	2,316.80	109,457.33
	$ 13,037,505.41	$ 112,402.81	$ 13,149,908.22
TRAVEL	$ 587,418.23	$ 238,425.73	$ 825,843.96
MOTOR VEHICLE EQUIPMENT PURCHASES (See Schedule)	$ 394,993.95		$ 394,993.95
PUBLICATIONS AND PRINTING	$ 139,656.20	$ 15,404.79	$ 155,060.99
EQUIPMENT PURCHASES	$ 2,169,753.75	$ 36,479.74	$ 2,206,233.49
COMPUTER CHARGES	$ 451,471.70	$ 1,821.77	$ 453,293.47
REAL ESTATE RENTALS (See Schedule)	$ 918,766.33	$ 111,166.99	$ 1,029,933.32
TELECOMMUNICATIONS	$ 780,534.04	$ 93,275.66	$ 873,809.70
PER DIEM, FEES AND CONTRACTS			
Per Diem and Fees	$ 693,939.72	$ 18,857.94	$ 712,797.66
Contracts (See Schedule)	1,757,007.28	11,792.00	1,768,799.28
	$ 2,450,947.00	$ 30,649.94	$ 2,181,596.94

CAPITAL OUTLAY			
Other Costs			
Supplies and Materials	$ 57,024.01		$ 57,024.01
Other Expenditures (See Schedule)	3,553.36		3,553.36
	$ 60,577.37		$ 60,577.37
Equipment Purchases	8,342.72		8,342.72
Per Diem, Fees and Contracts			
Per Diem and Fees	9,805.00		9,805.00
Contracts (See Schedule)	22,684,868.01		22,684,868.01
	$ 22,763,593.10		$ 22,763,593.10
AUTHORITY LEASE RENTALS			
Georgia Building Authority (Penal)	$ 840,000.00		$ 840,000.00
OTHER			
UTILITIES			
Power, Water and Natural Gas	$ 3,698,291.19		$ 3,698,291.19
PAYMENTS TO CENTRAL STATE HOSPITAL FOR MEALS			
Per Diem, Fees and Contracts			
Contracts (See Schedule)	$ 1,233,559.00		$ 1,233,559.00
PAYMENTS TO CENTRAL STATE HOSPITAL FOR UTILITIES			
Per Diem, Fees and Contracts			
Contracts (See Schedule)	$ 387,156.95		$ 387,156.95
COURT COSTS			
Per Diem, Fees and Contracts			
Per Diem and Fees	$ 383,563.36		$ 383,563.36
INMATE RELEASE FUNDS			
Other Expenditures (See Schedule)	$ 600,267.90		$ 600,267.90
COUNTY SUBSIDY			
Grants to Counties, Cities and Civil Divisions (See Schedule)	$ 4,573,880.00		$ 4,573,880.00
COUNTY SUBSISDY FOR JAILS			
Grants to Counties, Cities and Civil Divisions (See Schedule)	$ 306,100.00	$ 36,370.00	$ 342,470.00
OUTSIDE HEALTH SERVICE PURCHASES			
Other Costs			
Supplies and Materials	$ 50,424.85		$ 50,424.85
Per Diem, Fees and Contracts			
Per Diem and Fees	1,188,363.18		1,188,363.18
	$ 1,238,788.03		$ 1,238,788.03

PAYMENTS TO TALMADGE MEMORIAL HOSPITAL			
Per Diem, Fees and Contracts			
Contracts (See Schedule)	$ 873,478.09		$ 873,478.09
CENTRAL REPAIR FUND			
Other Costs			
Repairs and Maintenance	$638,455.15		$ 638,455.15
Per Diem, Fees and Contracts			
Per Diem and Fees	37,839.20		37,839.20
PAYMENTS TO CENTRAL STATE HOSPITAL FOR MEDICAL SERVICES	676,294.35		676,294.35
Per Diem, Fees and Contracts			
Contracts (See Schedule)	$ 1,041,862.95		$ 1,041,862.95
Total Other	$ 15,013,241.82	$ 36,370.00	$ 15,049,611.82
Total Expenditures	$ 121,240,946.00	$ 4,784,399.43	$ 126,025,345.43
Excess of Funds Available over Expenditures	1,205,571.03	30,124.16	1,235,695.19
	$ 122,446,517.03	$ 4,814,523.59	$ 127,261,040.62

DEPARTMENT OF OFFENDER REHABILITATION
BALANCE SHEET - BUDGET FUNDS
JUNE 30, 1981

Assets	"A" Department Of Offender Rehabilitation	"B" Board Of Pardons And Paroles	Total
CURRENT ASSETS			
Cash on Hand and in Banks	$ 2,091,048.84	$ 85,663.33	$ 2,176,712.17
Accounts Receivable			
Federal Grants			
Direct Grants	$ 266,265.31		$ 266,265.31
Sub-Grants	332,065.63	$ 21,744.30	353,809.93
Other	3,001,889.64	30,307.26	3,032,196.90
	$ 3,600,220.58	$ 52,051.56	$ 3,652,272.14
Total Assets	$ 5,691,269.42	$ 137,714.89	$ 5,828,984.31
LIABILITIES AND FUND EQUITY			
CURRENT LIABILITIES			
Accrued Payroll	$ 35,681.79		$ 35,681.79
Vouchers Payable	4,386,655.79	$ 81,168.32	4,467,824.11
Total Current Liabilities	$ 4,422,337.58	$ 81,168.32	$ 4,503,505.90
FUND EQUITY			
Fund Balances			
Reserved			
Federal Projects			
Grant Balances	$ 99,238.69		$ 99,238.69
Project Receipts	37,432.84		37,432.84
Matching Funds			
State	26,326.78		26,326.78
County	6,972.20		6,972.20
	$ 169,970.51		$ 169,970.51
Unearned Revenue		$ 24,936.67	24,936.67
	$ 169,970.51	$ 24,936.67	$ 194,907.18
Unreserved			
Surplus	1,098,961.33	31,609.90	1,130,571.23
Total Fund Equity	$ 1,268,931.84	$ 56,546.57	$ 1,325,478.41
Total Liabilities and Fund Equity	$ 5,691,269.42	$ 137,714.89	$ 5,828,984.31

DEPARTMENT OF OFFENDER REHABILITATION
STATEMENT OF CHANGES IN FUND BALANCES - BUDGET FUNDS
YEAR ENDED JUNE 30, 1981

Assets	"A" Department Of Offender Rehabilitation	"B" Board Of Pardons And Paroles	Total
FUND BALANCES JULY 1, 1980			
Reserved	$ 414,482.89		$ 414,482.89
Unreserved Surplus	1,095,149.17	$ 34,543.68	1,129,692.85
	$ 1,509,632.06	$ 34,543.68	$ 1,544,175.74
ADDITIONS			
Adjustments to Prior Year's Accounts Payable	96,577.19	1,541.42	98,118.61
Excess of Funds Available over Expenditures Year Ended June 30, 1981 (From Exhibit "e")	1,205,571.03	30,124.16	1,235,695.19
Prior Year's Checks Voided	4,969.64	8.55	4,978.19
Refund of Prior Year's Appropriations Georgia Correctional Industries Administration	84,000.00		84,000.00
Reimbursement of Prior Year's Expenditures	22,314.31	68.02	22,382.33
Unearned Revenue		24,936.67	24,936.67
	$ 2,923,064.23	$ 91,222.50	$ 3,014,286.73
DEDUCTIONS			
Unreserved Fund Balance (Surplus) Returned to Department of Administrative Services, Fiscal Division Year Ended June 30, 1980	$ 1,095,149.17	$ 34,543.68	$ 1,129,692.85
Prior Years' Appropriations	84,000.00		84,000.00
Reimbursement for Salary Overpayment by Ellis C. MacDougall-Remitted in Error Direct to Fiscal Divisions	473.02		473.02
	$ 1,179,622.19	$ 34,543.68	$ 1,214,165.87
Adjustments to Prior Year's Accounts Receivable	30,599.49		30,599.49
Refund of Federal Funds to Grantors	29,427.82	132.25	29,560.07
Reserved Fund Balance Carried Over from Prior Year as Funds Available	414,482.89		414,482.89
FUND BALANCES JUNE 30, 1981	$ 1,654,132.39	$ 34,675.93	$ 1,688,808.32
(To Exhibit "C")	$ 1,268,931.84	$ 56,546.57	$ 1,325,478.41

DEPARTMENT OF OFFENDER REHABILITATION
BUDGET FUNDS
STATEMENT OF REVENUES AND EXPENDITURES
YEAR ENDED JUNE 30, 1981

Funds Available	"A" Department Of Offender Rehabilitation	"B" Board Of Pardons And Paroles	Total
REVENUES			
APPROPRIATION ALLOTMENTS			
General Appropriations	$ 88,594,816.00	$ 4,090,964.00	$ 92,685,780.00
Supplemental Appropriations	28,958,126.00	200,761.00	29,158,887.00
Governor's Emergency Fund	1,000.00	7,500.00	8,500.00
Total Appropriation Allotments	$ 117,553,942.00	$ 4,299,225.00	$ 121,853,167.00
FEDERAL FUNDS (See Schedule)			
Direct Grants	$ 280,325.46		$ 280,325.46
Sub Grants			
Contracts with State Agencies	2,198,086.98	$ 463,913.26	2,622,000.24
Contract with City	2,071.93		2,071.93
Total Federal Funds	$ 2,480,484.37	$ 463,913.26	$ 2,944,397.63
OTHER REVENUES RETAINED (See Schedule)	$ 1,997,607.77	$ 51,385.33	$ 2,048,993.10
Total Revenues	$ 122,032,034.14	$ 4,814,523.59	$ 126,846,557.73
CARRY-OVER FROM PRISON YEAR			
Transfer from Reserved Fund Balance (See Schedule) Federal Funds			
Grant Balances	$ 260,582.86		$ 260,582.86
Project Receipts	12,418.21		12,418.21
	$ 273,001.07		$ 273,001.07
Matching Funds			
State	$ 74,526.36		$ 74,526.36
County	8,975.46		8,975.46
	$ 83,501.82		$ 83,501.82
Insurance Recovery	$ 57,980.00		$ 57,980.00
Total Carry-Over from Prior Year	$ 414,482.89		$ 414,482.89
Total Funds Available	$ 122,446,517.03	$ 4,814,523.59	$ 127,261,040.62

DEPARTMENT OF OFFENDER REHABILITATION
"A" DEPARTMENT OF OFFENDER REHABILITATION
SCHEDULE OF COMPARISON OF APPROVED BUDGET
TO TOTAL FUNDS AVAILABLE AND EXPENDITURES BY OBJECT
YEAR ENDED JUNE 30, 1981

Funds Available	Budgeted	Actual	Over (-) Under
REVENUES			
Appropriation Allotments			
State Funds	$ 117,553,942.00	$ 117,553,942.00	$ .00
Federal Funds	2,820,556.00	2,480,484.37	(-) 340,071.63
Other Revenues Retained	2,151,309.00	1,997,607.77	(-) 153,701.23
	$ 122,525,807.00	$ 122,032,034.14	$(-) 493,772.86
CARRY-OVER FROM PRIOR YEAR			
Transfer from Reserved Fund Balance	.00	414,482.89	414,482.89
	$ 122,525,807.00	$ 122,446,517.03	$(-) 79,289.97
EXPENDITURES			
Personal Services	$ 61,802,843.00	$ 61,693,064.47	$(-) 109,778.53
Regular Operating Expenses	13,531,041.00	13,037,505.41	(-) 493,535.59
Travel	651,674.00	587,418.23	(-) 64,255.77
Motor Vehicle Equipment Purchases	395,012.00	394,993.95	(-) 18.05
Publications and Printing	148,479.00	139,656.20	(-) 8,822.80
Equipment Purchases	2,229,778.00	2,169,753.75	(-) 60,024.25
Computer Charges	478,739.00	451,471.70	(-) 27,267.30
Real Estate Rentals	947,483.00	918,766.33	(-) 28,716.67
Telecommunications	790,951.00	780,534.04	(-) 10,416.96
Per Diem, Fees and Contracts	2,552,427.00	2,450,947.00	(-) 101,480.00
Capital Outlay	22,825,043.00	22,763,593.10	(-) 61,449.90
Authority Lease Rentals	840,000.00	840,000.00	.00
Utilities	3,763,608.00	3,698,291.19	(-) 65,316.81
Payments to Central State Hospital for Meals	1,317,200.00	1,233,559.00	(-) 83,641.00
Payments to Central State Hospital For Utilities	404,000.00	387,156.95	(-) 16,843.05
Court Costs	385,167.00	383,563.36	(-) 1,603.64
Inmate Release Funds	585,000.00	600,267.90	15,267.90
County Subsidy	4,578,550.00	4,573,880.00	(-) 4,670.00
County Subsidy for Jails	330,250.00	306,100.00	(-) 24,150.00
Outside Health Service Purchases	1,265,017.00	1,238,788.03	(-) 26,228.97
Payments to Talmadge Memorial Hospital	977,200.00	873,478.09	(-) 103,721.91
Central Repair Fund	676,045.00	676,294.35	249.35
Payments to Central State Hospital for Medical Services	1,050,300.00	1,041,862.95	(-) 8,437.05
	$ 122,525,807.00	$ 121,240,946.00	$(-) 1,284,861.00
Excess of Funds Available over Expenditures		$ 1,205,571.03	$ 1,205,571.03